

FEBRUARY 15, 1940



TWENTY CENTS

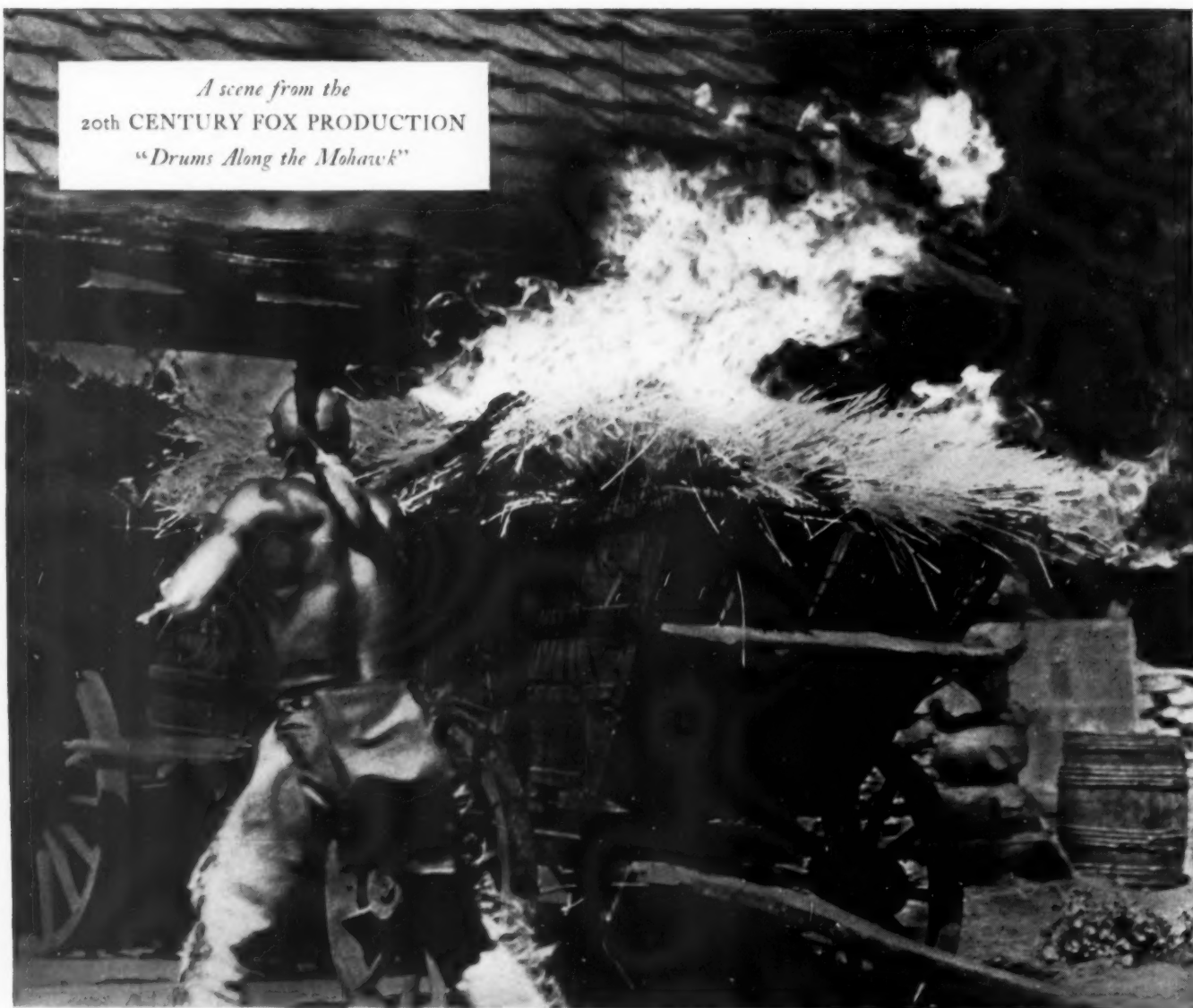
# Sales Management

- ★ Lockheed, Swamped with War Orders, Builds for Peace-Time Days to Come
- ★ How Kirkhill Put Over a Product Whose Price Was "Ten Times Too High"
- ★ Ten Tested Rules of Sales Strategy for Selling to a Buying Committee
- ★ Kellogg Company Hoists "Pep" Sales by Climbing on Vitamin Bandwagon
- ★ Marketing Pictographs—Significant Trends—Advertising Campaigns—Tips

THE MAGAZINE OF MODERN MARKETING

*An editor heard the rumble of*  
**DRUMS ALONG THE MOHAWK!**

*A scene from the*  
20th CENTURY FOX PRODUCTION  
*"Drums Along the Mohawk"*



Walter Edmonds, two years out of college, counted seven published short stories to his credit. From his beloved canal country in upstate New York he wrote to Atlantic editor Ellery Sedgwick expressing a desire to obtain employment in an editorial capacity.

"Have you ever considered a novel of the Erie Canal?" queried Sedgwick.

Edmonds hired a room in Boston and flew to his typewriter. In nine months "Rome Haul" was completed and in February 1929 published by The Atlantic Press.

Today Edmonds stands in the front rank of contemporary American writers with "Drums Along the Mohawk" a best seller, blossoming in technicolor on the screen.

The Atlantic has probably placed more new writers on the road to fame than any other magazine published. This, with its ability to attract the foremost writers of fiction, the leading moulders of public opinion, and to present them each month in a balanced ration, is the best explanation of The Atlantic's vitality today.

*A Great Editorial Policy  
Provides a Great  
Advertising Opportunity*

**THE**  
*Atlantic*

**MOST QUOTED PERIODICAL IN AMERICA**  
Boston, New York, Chicago, Los Angeles, San Francisco



**1,131,532 DOLLARS CAN'T BE WRONG -**



## **WHEN THIS ADVERTISER SPENDS 'EM !**

Today we present an advertiser who "knows his groceries".

He's one of America's biggest. And shrewdest.

Over 30 magazines get on his list each year. But only the sales-producers stay on. And he knows, in black and white, in box-tops and coupons, which ones these are.

Here's how we've fared with him:

1. *Back in '35, he tried us out with \$13,000 worth of "evidence of purchase" copy. He got enough "evidence" to bring him back with over \$1,000,000 more.*
2. *Since then, he's put THIS WEEK to the test with over 30 other "promotions". And THIS WEEK has come through well enough to get larger and larger schedules each year.*
3. *Last year, THIS WEEK got 23¢ of every magazine dollar he spent — \$200,000 more than the next magazine.*

That's a pretty good testimonial for a 5-year-old magazine. But it's getting to be an old story with us. Last year, no fewer

than 79 advertisers put THIS WEEK first on their magazine lists.

They've found a real sales tool in this "New Method Of Magazine Advertising". They're getting 5,750,000 circulation where it counts most—in the busy big-city markets. And they're hitting these markets with magazine power, plus the local sales punch of the Sunday newspaper.

Try THIS WEEK as your lead-off magazine. You'll cover America's 25 key markets as thoroughly as the next 4 national weeklies, or the top 4 women's magazines, combined.

### **THIS WEEK'S CLIMB ON A BIG GROCERY-DRUG CO.'S LIST**

|           |      |           |
|-----------|------|-----------|
| 1935—20th | with | \$13,000  |
| 1936—8th  | "    | \$109,250 |
| 1937—6th  | "    | \$173,456 |
| 1938—1st  | "    | \$301,768 |
| 1939—1st  | "    | \$554,058 |

(PIB Figures)

**THIS WEEK**  
THE BIG CITY MAGAZINE



## Air Shopper

A New York deb wants to wear a lei of fresh Hawaiian blossoms; a hostess in a mid-western city wants to serve thumb-sized hot tamales from Mexico at her cocktail party; a Rhode Island store wants some fresh sugar cane for a display; a restaurant wants a wild boar for a banquet; the Stork Club would like to serve stork eggs to its guests. These are run-of-the-mill requests received by Mildred Johnson, who runs a nationwide air-shopping service. Though she tried even in Egypt, she couldn't find the stork eggs; but she filled all the other orders in routine fashion.

Miss Johnson's headquarters are in New York, but she spends a lot of time flying to far-off corners of the world searching for new items to add to her lists of offerings. She began the business four years ago, and it has increased about 200% each succeeding year, she says. The service is used by individuals and by such institutions as clubs, hotels and restaurants. She supplies the needs of the Air Shopping Service conducted by the magazine, *Town and Country*. Working with her, a number of American department stores have installed Air Shopping services. Lord & Taylor, the New York outlet, has a glass refrigerator case in which colorful air-transported items are displayed.

When visited recently it included such delicacies as:

**Pili Nuts from Hawaii** . . . A pound packed in a native coconut fiber bag. \$2.95 per bag.

**Mexican Cocktail Tamales**—no longer than your thumb, flown direct to you from Mexico . . . \$1.75 per dozen in a Mexican pottery jar.

**"Lady" Apple Christmas Stocking**. A gay little net stocking about five inches long, stuffed with tiny "Lady" apples flown from the famous Virginia orchards . . . 75 cents per stocking, with log of flight attached.

**Tropical Fruit Cake**. Baked in a candied grapefruit shell and packed in a special gift box. . . . \$2.75 each, flown from Miami to the recipient.

**Wild Orchids**—from South American jungles . . . For her—an exquisite corsage of giant jungle orchids, picked by native hunters, brought to market and flown north—all on the same day! Packed in a "Cellophane" box with flight log and airline labels attached—\$7.50 to any point. For him—a tiny "aeroplane" orchid (so-called because it looks like a plane in flight)—to arrive with the morning mail every day for a week—\$7.50.

**Native Flower Leis and Lei-ettes**. Picked by happy, brown-skinned flower vendors and flown from Honolulu to arrive any Wednesday. Will keep fresh in the ice-box about half a week. \$7.50. Or a pair of lei-ettes for the wrists, a new evening fad, \$5.

Listed, but not displayed, were such comestibles as fresh buffalo steaks from Canada, at \$2.75 per lb.; plaice (from Iceland, but flown only from Canada), at \$1.25 per lb.; coconut or orange cream glacés frozen in their shells, from Havana, at 45 cents apiece; an Airline Fruit Bowl of Lady Finger bananas from Puerto Rico, dates, and Arizona figs, in balsa wood bowl, at \$2.75. A Mennonite Goodie Box, flown from Harrisburg, contains chicken scrapple, a shoo-fly pie, caramel breakfast cake, pound of Lebanon bologna, for \$3.50. For \$6.95 you could get a "Canadian Menu"

serving four people—Kangaroo Tail soup, two pairs of Winnipeg Goldeye (slightly smoked trout) and a pound of St. Bazille Monastery cheese.

A licensed pilot, Miss Johnson has crammed a great deal of adventure into her life thus far. Most of her career has been tied up with aviation, but not the beginning—a job with Baldwin Locomotive Works, which took her, under two years' contract, to Argentina. An emergency 300-mile flight in South America, to meet her boss, led her to resolve to get into aviation, willy nilly. Upon returning to the United States, she wrote bedtime stories for a Philadelphia publishing house until she had learned enough about airplanes and flying to enable her to write articles on those subjects.

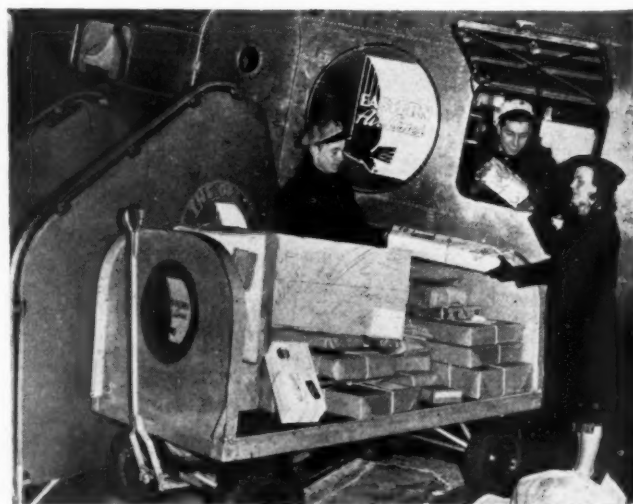
Through the influence of her friend, Commander Richard E. Byrd (now Rear Admiral), she was authorized to travel as observer on a flight of the nation's 16,000-mile airmail routes. In all, she flew in 45 government planes. She repaid Uncle Sam by a two-year lecture tour, during which she became known as "The Apostle of Air Mail," and by writing articles on the benefits of air mail.

Later experiences included commissions abroad, connected with aviation; a job with Eastern Air Transport (now Eastern Air Lines), during which she inaugurated the air hostess system, first used on Washington-New York planes; organization of trade flights for business men (one from Chicago to South America).

While in Europe she had noticed empty seats in planes piled high with packages, mainly perishables, speeding from one capital to another. This was the germ of her idea for the Air Shopping service she successfully launched in 1935. It now absorbs most of her time, though she still serves as a sort of consultant to manufacturers of appliances and clothing for air travel.

Resourcefulness, a wide, general knowledge of many subjects, and a flair for quick sleuthing are requisites in Mildred Johnson's present calling. People who order by air want quick action and are not willing to wait for long negotiations and exchange of messages. A request for a certain item arouses this instantaneous response in Miss Johnson: Where can I get it most economically (taking transportation costs into consideration)? Are there any restrictions on bringing it into the country? Will the Department of Agriculture let me bring it in? At one time she did well bringing in live animals, but the air lines now frown on this practice. (There's quite a demand for live sea-horses, flown from St. Augustine, but it's hard to keep them alive in transit.)

The demand for certain foods is so steady that they might be called "air shopping staples," since blanket orders are placed for them when in season. Buffalo steak is now in this category. New York



Here's more evidence—though none is needed—that Miss Johnson gets her exotic merchandise "straight off the boat."

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright February 15, 1940, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price, \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. February 15, 1940. Volume 46. No. 4.



# 4

## THINGS TO REMEMBER

- 1** The Herald-American is first in circulation in Chicago's evening field. Average for January again topped 460,000.
- 2** Each month for five consecutive months the circulation of the Sunday Herald-American has shown an increase over the preceding month. January average, 900,000 plus.
- 3** In January, the daily Herald-American had a gain in retail advertising lineage over the same month a year ago.
- 4** In January, for the seventeenth consecutive month, the Sunday Herald-American had a gain in retail advertising lineage over the same month for the year before.

**CHICAGO HERALD-AMERICAN**  
*Readable - Reliable*

National Advertising Representatives: Rodney E. Boone Organization



# Of the 15,000

Independent Tire Service

Stations receiving

## TIRES Magazine

each month

**MORE THAN —**

**75% Sell BATTERIES**

**85% Sell Car ACCESSORIES**

**80% Sell GAS and OIL**

**That is why TIRES is an excellent advertising medium NOT ONLY for tire and tire shop equipment manufacturers BUT ALSO for the makers and distributors of many other automotive products.**

**Let us tell you the story of the new TIRES Magazine and why it is more than a trade paper for the tire industry.**

# TIRES

THE TRADE PAPER OF THE TIRE INDUSTRY

420 Lexington Ave.

New York City

City alone uses a minimum of 100 pounds of stone crab claws, flown from Florida each week. Winnipeg Goldeye smoked trout from Canada is a steady seller now in New York. A Philadelphia department store is a good outlet for chunk crab meat, flown from Virginia.

Miss Johnson's organization has acquired the art of showmanship in packing, too, making good use of the gay tags and labels of the various air lines. The "log of flight," attached to each parcel, also adds to its glamour; this gives point of origin, name of airport where journey begins, name of airline, name of airport terminus, time of arrival, elapsed time in flight, total distance covered.

Though most of Miss Johnson's clients are in the United States, she fills a fair amount of orders originating in other countries. Best foreign business is sending wearing apparel to South America.

### Warm? That's What We Said

When Winter descends upon the Southland it apparently does so with a bang; but even so not loud enough to discourage the Crossfield Ice & Ice Cream Co. of Gadsden, Ala., in its quest for the consumer's dollar.

"Eat Winter ice cream, '33 $\frac{1}{3}$ % warmer,'" is the Crossfield Co.'s sales appeal. Mention of 33 $\frac{1}{3}$ % warmer ice cream at first causes most eyebrows to rise and ears to waggle in polite (shall we say?) disbelief. But it's a fact. Just how much warmer 33 $\frac{1}{3}$ % is, there seems to be some doubt. However, manufacturing the ice cream in softer form with a slight change in the proportion of the ingredients, yields a product which is not so cold to the palate.

As far as flavor goes, "I'll take vanilla," for that's all there is, the company having speedily discovered that the demand is almost exclusively for that variety.

The Crossfield Co. has been promoting the new product by newspaper space, radio, displays, and sampling.

In any case, 33 $\frac{1}{3}$ % does seem to have some significance for early estimates indicate that the company's ice cream sales will show an increase of one-third over last Winter.

### Six Million Buttons!

Strange things show up 'way back in a warehouse sometimes. Imagine a food specialty company such as Thomas Martindale & Co. of Philadelphia discovering it had 6,000,000 buttons! They'd been there since the World War when the original owner stored them . . . and evaporated. What a 20-year headache for Martindale!

But there was a direct-mail pill for the headache. Vice-President James J. Martindale took it recently. Here is his seductive broadcast letter—a masterpiece of high-pressure selling power:

Dear Sirs:

The tax situation is many folks' headache—buttons is ours. Why?

Because we own approximately six million of the accompanying sample—and we haven't a use in the world for them.

How come?

They were manufactured just before the Armistice and were not accepted by Washington—hence, the headache.

What now?

Our fond hope is that someone, somewhere, has a yen for six million buttons—just like these darn things we own. Optimism?

Maybe so—but perhaps you might know of some manner or can develop some plan for using them.

Who can tell?

Yours in sorrow and in hope,

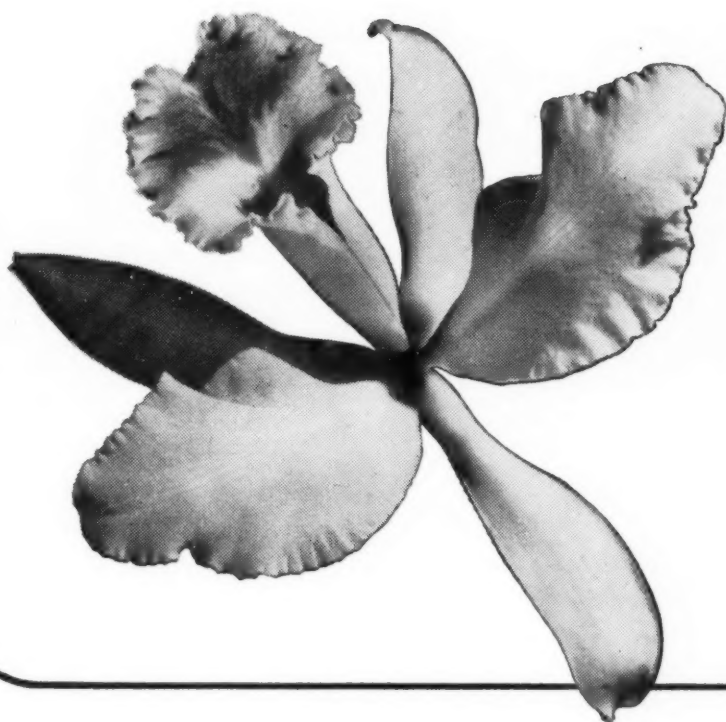
THOMAS MARTINDALE & CO.

P.S. Price? Oh boy! We can get together on price if you are interested.

TM&Co

P.P.S.: It worked. (Ed.)

# ORCHIDS TO THE FIRST



# 7

Chicago Daily News  
New York Sun  
Philadelphia Evening Bulletin  
Cincinnati Times-Star  
Newark News  
New York World-Telegram  
Boston Traveler

. . . from The Indianapolis News,  
**EIGHTH\*** among all evening papers in  
the nation in **GENERAL DISPLAY AD-  
VERTISING** in 1939.

Such a record provides an infallible  
guide to profitable advertising invest-  
ment in the Indianapolis market in 1940.

★ Authority: Media Records

**THE  
INDIANAPOLIS  
NEWS**

THE ACTION PAPER IN AN



ACTIVE MARKET

New York: Dan A. Carroll, 110 E. 42d St. Chicago: J. E. Lutz, 435 N. Michigan Ave.

# Sales Management

VOL. 46, NO. 4

FEBRUARY 15, 1940

## CONTENTS

### Advertising

|   |    |
|---|----|
| ABP Urges Advertisers to Put Power into Business Paper Copy.....      | 85 |
| Bulova Spends \$2,000,000 in 1940 to Build Customers for Dealers..... | 24 |
| Circulation Lingo That Distorts Values in an Advertising Medium.....  | 28 |
| <i>By Brass E. Tacks</i>  |    |

### General

|  |    |
|--|----|
| Marketing Pictographs, beginning on..... | 41 |
| Significant Trends .....                 | 15 |

### Markets

|  |    |
|--|----|
| The South Refutes Reports of Market-Killing Snows..... | 50 |
|--|----|

### Sales and Advertising Legislation

|   |    |
|---|----|
| Action the FTC Has Taken Under the Robinson-Patman Act.....                     | 56 |
| Colorado Bills Auto Companies for "Chain" Tax on Dealers.....                   | 62 |
| <i>By Hugh E. Agnew, Chairman, Department of Marketing, New York University</i> |    |

### Sales Campaigns

|   |    |
|---|----|
| How We Put Over a Product Whose Price Was "Ten Times too High"..... | 29 |
| <i>By Kirk Hill, President, Kirkhill Rubber Co., Los Angeles</i>    |    |
| Kellogg Hoists "Pep" Sales by Climbing on Vitamin Bandwagon.....    | 72 |

### Salesmanship

|   |    |
|---|----|
| Ten Tested Rules of Sales Strategy for Selling to a Buying Committee.....                                 | 52 |
| <i>By Burton Bigelow, Burton Bigelow Organization, Sales Management Consultants, New York and Buffalo</i> |    |

### Sales Policy

|  |    |
|--|----|
| How the Laundry Industry Is Being Sold Through "Trade Clinics".....                                | 68 |
| <i>By Ralph Rockafellow, Former Editor, Laundry Age</i>  |    |
| Lockheed, Swamped with War Orders, Builds for Peace-Time Days to Come... ..                        | 18 |
| <i>By Carl B. Squier, Vice-President and Sales Manager, Lockheed Aircraft Corp., Burbank, Cal.</i> |    |

### Stimulating Salesmen

|   |    |
|---|----|
| Big Show in Nine Cities Launch Standard Oil's 1940 Sales Drive..... | 22 |
|---|----|

### Departments and Services

|                                |    |
|--------------------------------|----|
| Advertising Agencies .....     | 76 |
| Advertising Campaigns .....    | 20 |
| Comment .....                  | 90 |
| Marketing Flashes .....        | 78 |
| Media .....                    | 80 |
| New Products and Markets ..... | 66 |
| News Reel .....                | 17 |
| Sales Letter Round Table.....  | 86 |
| Scratch-Pad .....              | 36 |
| The Human Side.....            | 2  |
| Tips .....                     | 88 |

### Notes from the Managing Editor's Desk

Because of the importance to policy-making sales executives of all the Federal Trade Commission's activities under the Robinson-Patman Act, and the importance to all advertisers of the FTC's orders under Wheeler-Lea, SALES MANAGEMENT will continue to inform its readers of significant developments under these heads. In the current issue, for example, we have summarized nine of the most important decisions under the R-P Act. Note of caution: If you want to keep out of legal tangles, keep yourself informed on the reasons for the cease and desist orders which are volleying out of the Commission's offices, and steer clear of making the same mistakes yourself.

\* \* \*

We neglected to mention, in our last issue, that H. K. Dugdale is making reprints of the article "Personal Strategy in Successful Selling." You may send inquiries direct to him at Van Sant, Dugdale & Co., Court Square Bldg., Baltimore, or to the SALES MANAGEMENT office, 420 Lexington Avenue, New York City.

\* \* \*

The editors have turned over to Ross Federal investigators a questionnaire for a research job dealing primarily with food advertising. It will deal not only with the housewives' preferences about the content of food ads, but will dig into their menu-planning and grocery shopping habits. Not sure, but think it will come up in time for publication April 1.

A. R. HAHN



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# THE **TOP THIRD** OF THE FARM INCOME *at one bite!*

**H**ERE is the BIG farm market of 1940 . . . just 8 states . . . but in these 8 states better than a **THIRD** of the entire National farm income. More spendable income for the things you have to sell than any like farming area in the country. And it's all here in one compact unit . . . yours at **ONE BITE**.

**80% of these  
TOP FARMERS  
read one medium**

You need only one medium to sell this market . . . The Midwest Farm Papers . . . reaching **80% of all farmers** in these 8 states. That is more than twice the farm readership of the average National farm paper in these states . . . in fact, it is a greater coverage than that offered here by all National farm papers combined. And when you consider that these farmers pay **TWICE** as much per subscription for their Midwest Farm Paper as they pay for the average National farm publication . . . that 80% coverage means on-the-farm selling power — doubled and **REDOUBLED**.

Reach out for your share of this Top farm income in 1940 . . . with the one concentrated advertising medium that can dominate it for you . . . The Midwest Farm Papers.



## MIDWEST FARM PAPERS

CHICAGO - 6 N. Michigan

NEW YORK - 250 Park Ave.

DETROIT - New Center Bldg.

SAN FRANCISCO - Russ Bldg.

# Use puppy dogs to stop 'em....

**But... if you want to  
sell the markets of  
industry and trade  
Don't Stop There!**



© 1939, F. I. Jordan, F.R.P.S.

**B**USINESS men are human beings all right. They put on their pants one leg at a time, same as you and I. They are just as susceptible to all the good old eye-catchers of advertising as anybody. Stop 'em with puppy dogs, babies or pretty girls, if it fits your story. But to *sell* 'em . . . don't stop there!

TELL ALL the business paper reader wants to know.

TELL ALL that your prospects want to know before they can even *think* of buying or stocking or pushing your product. Tell all of its advantages to them. Tell it in their language.

Properly used, business paper advertising is about the least expensive selling tool in use today. Improperly used, it can be the dearest. Space is merely a multiplier. Put two per cent of salesmanship into it with ninety-eight per cent of guff and even that two per cent will be multiplied by as many thousands of readers as the advertisement attracts. But, put ninety-eight per cent of salesmanship into it and the space will produce just four thousand nine hundred per cent greater results for the self-same investment.

That is not just theory. Many business paper advertisers have changed from the kind of copy that just "keeps their name before the trade" to the kind of copy that tells the readers what

they want to know. And they have found that their business paper advertising can be made to carry a big part of the sales load!

We business paper publishers don't pretend to know all the answers. But A.B.P. is in a sweet spot to observe the elements that contribute to the success or failure of business paper advertising. So we have prepared a book "TELL ALL . . . A Practical Guide To Successful Business Paper Advertising." This book contains no magic formula for copywriting. It simply analyzes a number of advertisements that do a good job for business paper advertisers selling to a wide variety of industries, professions and trades. It shows how *all* of these advertisers have applied the same simple principles: the "three-point" method of successful advertising...

1. Define markets; determine sales and advertising objectives.
2. Run copy that *tells all* that the readers want to know.
3. Use the right business papers to reach known prospects.

This book is available free to advertisers, agencies, publishers . . . to *anyone* who is interested in using business paper advertising to boost sales volume, lower sales costs, maintain selling prices and increase profits.

## TYPICAL RESULTS FROM "TELL-ALL" ADVERTISING

### Case History No. 1

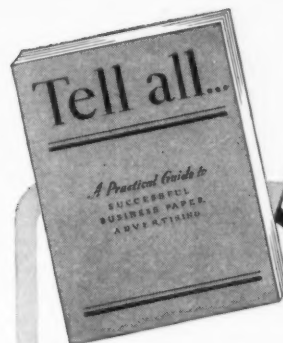
A small new company was entering a field dominated by four huge concerns. In one year, using "TELL ALL" advertising the newcomer climbed into 2nd place in sales volume! In the first five years, additional sales aggregated over fifteen millions of dollars!

### Case History No. 2

A medium-sized company proposed to start aggressively advertising a staple article. They checked on where they stood in the field *before* they began . . . and then again *after* a year of advertising. You guessed it . . . their position jumped from FIFTH place before the campaign to FIRST place at the end of the year!

### Case History No. 3

The actors: Two huge old-line companies selling the same products to consumers, decide to sell to industry. Same size selling and engineering staffs. Company A used "TELL ALL" copy in business papers . . . Company B didn't use any business papers. What happened? Company A sold industry at a substantial profit; Company B at a substantial loss.



**FREE**  
Send for your copy of "TELL-ALL."  
It will help you to prepare business paper advertising . . .  
**THAT WORKS!**

Here is a little sample of some of the important points developed in "Tell All":

- "Make your copy informative!"
- "Make your sales story complete!" "Tell All!"
- "Don't generalize; get down to cases!"
- "Sell the applications that you can best handle!"
- "Give the reader some idea of prices, or costs!"
- "Don't be afraid of long copy!"
- "Get attention with headlines . . . but make them work for you, too!"
- "Forget about 'glamour' in business paper advertising!"
- "Aim it only at those particular readers who can have an actual working interest in your product or service. Don't try to cover the world!"
- "Hitch technical features and applications to the reader's problems and interests!"
- "Make your advertising USEFUL!"
- "Invite action! Put a 'hook' in it!"
- "Give a bigger chunk of the sales job to your business paper advertising!"

Send the coupon, write, wire or phone  
now for your free copy.

## We're learning, too

We believe that the "TELL ALL" principle will work as well in media promotion as it will in selling goods. This is the second of A.B.P.'s series of advertisements devoted to the "TELL ALL" subject, and we think it's a lot better than the first. But we know that we will learn how to use what we're talking about as we go along—that the next A.B.P. ad will TELL ALL in a better way than this one.

In short, we know no magic formula for successful advertising, but we



believe in the principles that we have observed wherever business paper advertising proved to be successful. If we have failed to tell all you want to know in this advertisement, just ask us, and we'll do our best to answer any questions. Your asking will help us make our next advertisement tell more.

**SEND THIS NOW . . .**  
To Get Your **FREE** Copy of TELL ALL

The Associated Business Papers  
Room 2402  
369 Lexington Avenue  
New York City

Phone: CAledonia 5-4755

As long as there is no obligation, I'm gambling a postage stamp on the chance of getting a good idea or two from TELL ALL. Send my copy.

Name .....

Position .....

Company .....

Street .....

City and State .....

## THE ASSOCIATED BUSINESS PAPERS

Highest editorial  
standards and  
publishing integrity



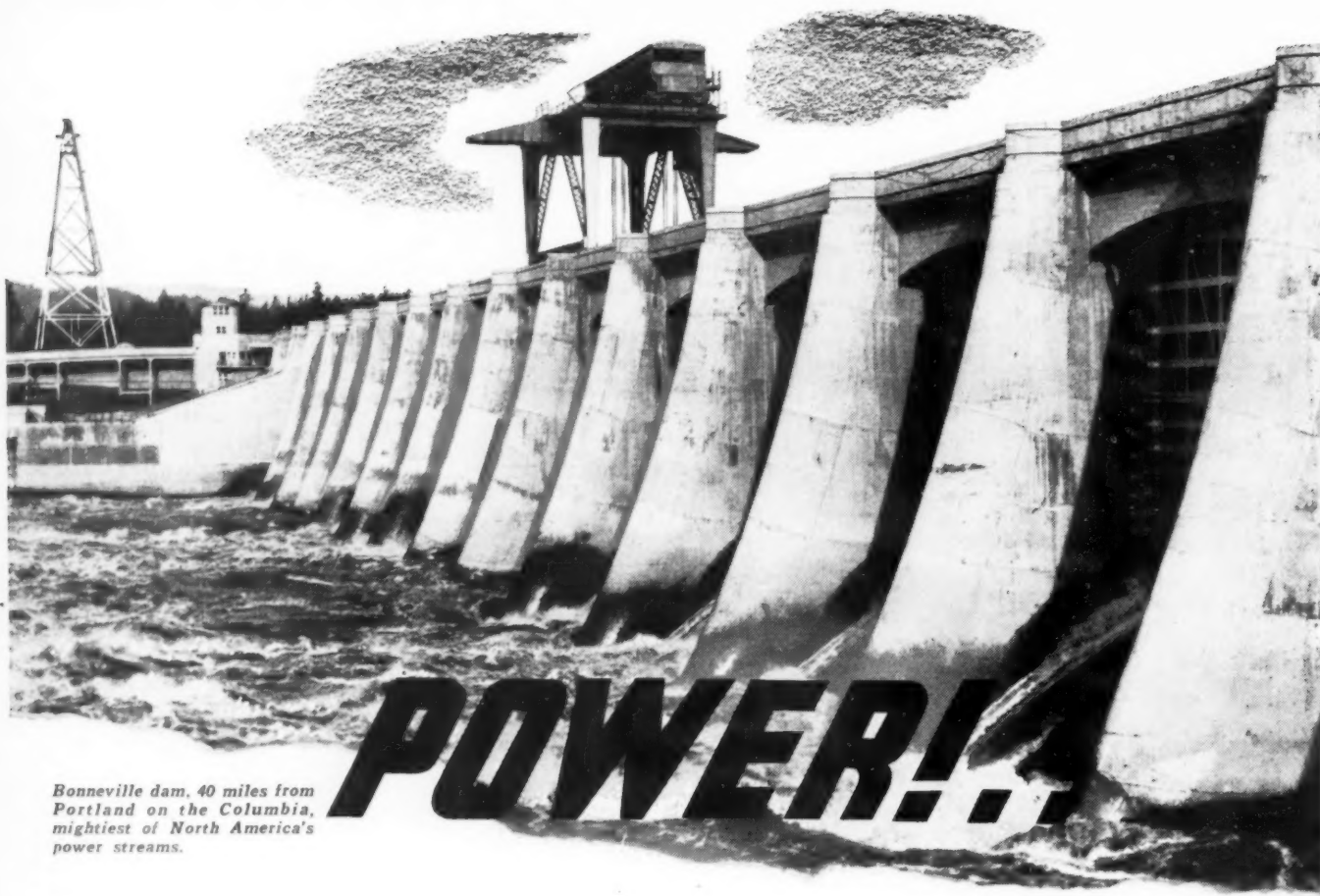
PHONE: CALEDONIA 5-4755

LOOK FOR THE TWO HALL MARKS OF KNOWN VALUE



Proved reader  
interest in terms  
of paid circulation





Bonneville dam, 40 miles from Portland on the Columbia, mightiest of North America's power streams.

**OREGONIAN CIRCULATION** is Power Circulation. Spreading fan-wise from Portland, covering Oregon and Southwestern Washington, Oregonian circulation has the virility that comes from *merit* growth—growth without the artificial stimulation of premiums, solicitors or consolidations.

The reason for The Oregonian's steady increase in circulation is Reader Interest. Since 1850 this newspaper has been part and parcel of the thoughts and life of the Northwest people. Now, in its 90th year of publication, The Oregonian presents to advertisers the strongest selling medium in one of America's most prosperous markets. Daily and Sunday circulation is at a new high. Opportunity to harness Oregonian Power to the sale of your product or service was never greater.

#### For Results Use the Oregonian

Seasoned advertisers whose ears are tuned to the times know from their own performance records that The

Oregonian gets action. Our national representatives can and will give you abundant proof . . . of which the following few examples are typical:

A Portland department store reports the sale of 79 furniture units at \$29.75 each (totaling more than \$2300) from a single Oregonian advertisement five columns by 12 inches.

One of Portland's most successful shoe stores has used The Oregonian exclusively for years. Its business has steadily increased with each succeeding year. "We credit The Oregonian with being the most important single factor in our gratifying growth," reports the manager.

The Oregonian publishes 85% of the lineage of one of Portland's largest automotive equipment retailers. "By actual comparison we have proved that we get 20% more sales from Oregonian advertising than any other."

#### Get Your Share in 1940

The way to break 1940 Oregon sales quotas is to team up with Oregonian Power Circulation. The people are here, the incomes are here, the will to buy is here. Get all three with The Oregonian.

**CIRCULATION: DAILY 124,588; SUNDAY 158,758**

(Publisher's statement for 6 months ending Sept 30, 1939)

# THE OREGONIAN

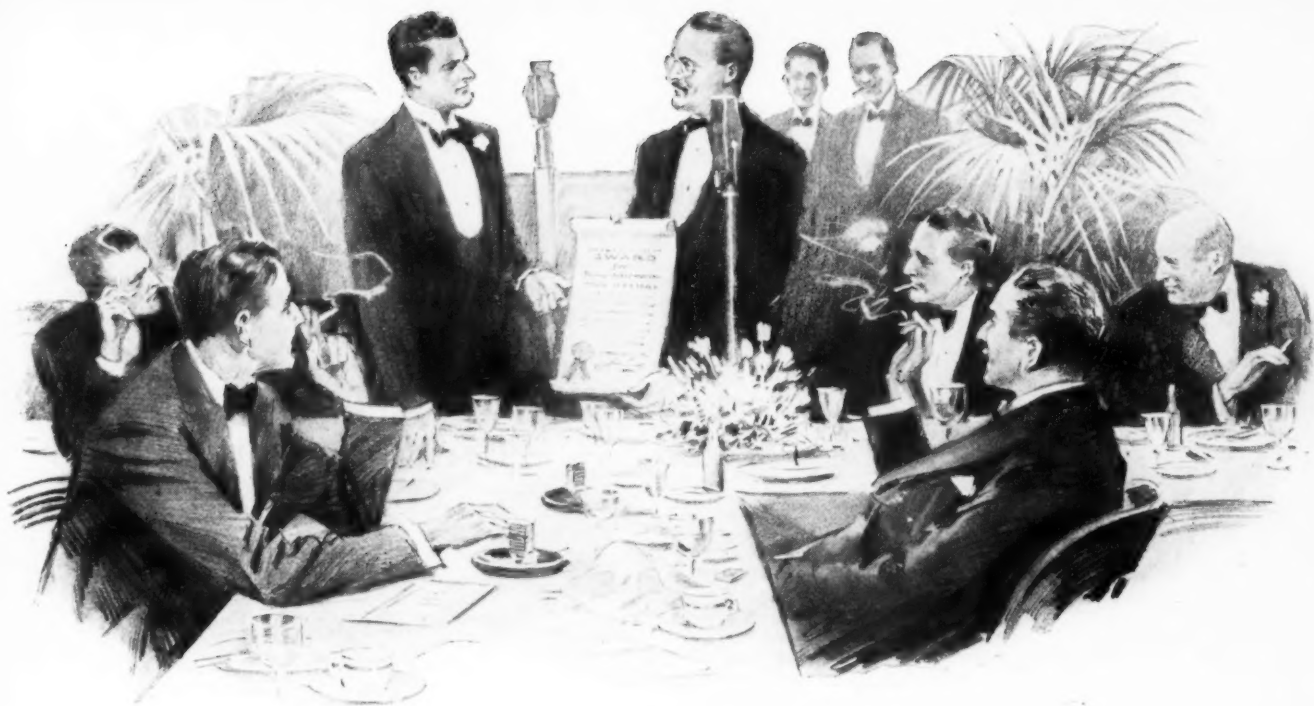
*The Great Newspaper of The West*

PORTLAND, OREGON

National Representatives:

**PAUL BLOCK & ASSOCIATES**

New York • Chicago • Boston • Detroit • Philadelphia  
Cincinnati • San Francisco • Los Angeles • Seattle



## "My Waterloo was won on the marble fields of Cleveland"

FROM A LETTER TO THE CLEVELAND PRESS



EIGHTEEN YEARS AGO *The Cleveland Press* started its first marbles tournament; and that very year it became a national event. Today 60,000 Cleveland children compete, and it is estimated that the entries throughout the country are about 2,000,000.

THE TOURNAMENTS are usually sponsored by the public schools; but civic organizations such as Kiwanis Clubs, Rotary Clubs, the American Legion, and the Boy Scouts frequently run the show.



LOCAL WINNERS meet in five sectional tournaments—one at Madison, Wisconsin, one at Stroudsburg, Pennsylvania, one at Gulfport, Mississippi, and two at Wildwood, New Jersey. One hundred and eight local winners competed in the 1937 sectional championships. There were bicycles and wrist watches for prizes and a gold crown set with marbles and a trip to the World's Fair for the Marbles King.

PLAY HAS ASSUMED a vitally important role in modern American life. Apart from its long recognized therapeutic value, it has attained a social significance of incalculable power. It is an instrument of crime prevention and reform. It is an integral part of our educational system. It weaves itself throughout business, family life, friendship and love. It is our hero mill, our last faint grasp on romance, our beckoning avenue of escape.

In an age so dominated by sport, it is difficult to believe that young children must be taught to play. It would seem that play is instinctive. But there is nothing instinctive about taking turns, obeying rules, foregoing the impulse to cheat, winning without offensiveness, losing without rancor. These are of the essence of play and they must be taught at an early age.

The Cleveland Press teaches play through the one game a very young child can play—marbles. That seems like a rather simple pastime to engage the resources of a great newspaper. But marbles is not a simple game as it has developed under the guidance of The Press. If you could see the accuracy of the

standard seven foot circle, if you could sense the earnestness with which tiny competitors insist that shooters be measured with micrometers, if you could see the hops and backspins and English which a seven-year-old can put on his glassie, you would realize that marbles can epitomize all grown-up play.

How the children of Cleveland love their class, school, and sectional tournaments! How the excitement mounts as they qualify to compete for the city championship! For the city champion goes to Wildwood, N. J., as a guest of The Press to compete in the great national marbles championship—which The Press started and has maintained so that the benefits of organized play might be realized better throughout the entire country.

The parents of Cleveland's marble players understand and appreciate the significance of The Press's marble tournaments. They see their sons grow civilized under the benign influence of organized play. Appreciation—understanding—gratitude—these are the things that give a newspaper **Power—power to do good; power to move goods.**

## The Cleveland Press



A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS-HOWARD NEWSPAPERS  
230 PARK AVE., NEW YORK

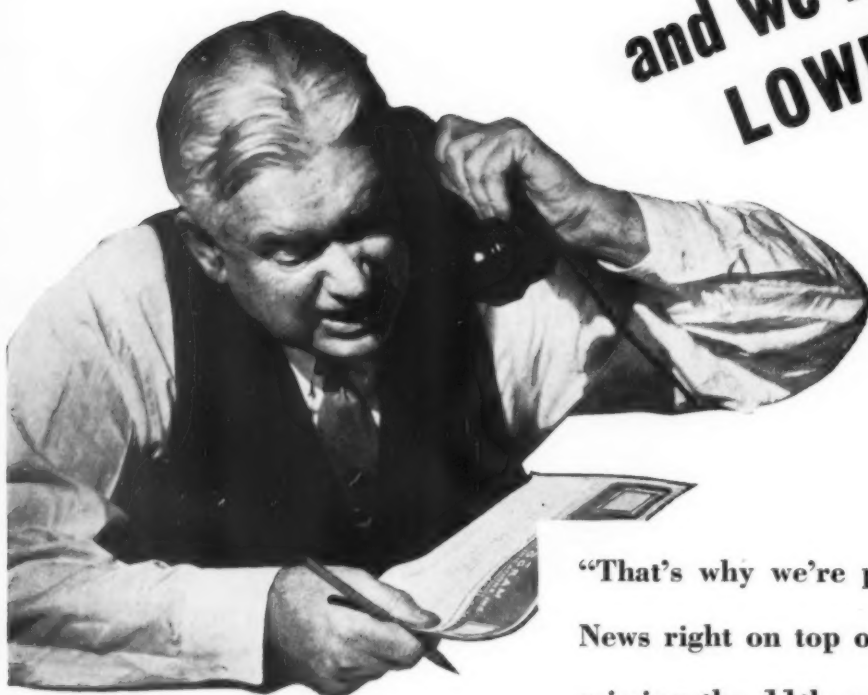
Chicago San Francisco Los Angeles Memphis Detroit Philadelphia

Member of the United Press, of the Audit Bureau of Circulations, and of Media Records, Inc.

FEBRUARY 15, 1940

[11]

**"We're going after  
MORE SALES  
and we'll get'em at  
LOWER COST"**



"That's why we're putting the Newark Evening News right on top of our 'A' list — we've been missing the 11th greatest retail buying area in the United States, simply because we've tried to cover it from the 'side door'."

•  
MARKET DATA BOOKS  
PROMPTLY ON REQUEST  
•

The Newark News is the only paper that delivers the dominant coverage and buying power influence that you need in the Newark market — and at a milline rate low enough to compare with any metropolitan newspaper in the country.

## **Newark Evening News** *"Always Reaches Home"*

**NEWARK**

**NEW JERSEY**

O'MARA & ORMSBEE, Inc.: General Advertising Representatives New York, Chicago, Detroit, San Francisco, Los Angeles, Atlanta



**YOU CAN'T MISS...IN PROVIDENCE!**



**A**CCORDING to official scores for 1939, the Providence Evening Bulletin finished 5th in the U. S. League — total display advertising carried by six day newspapers. National advertisers never contribute to a record like this in an unimportant market, nor do local advertisers in a market that fails to respond.

*Everybody reads the* **PROVIDENCE JOURNAL-BULLETIN**  
*In New England's Second Largest Market!*

REPRESENTATIVES: Chas. H. Eddy Co., Inc. • New York • Chicago • Boston • Atlanta • R. J. Bidwell Co. • San Francisco • Los Angeles

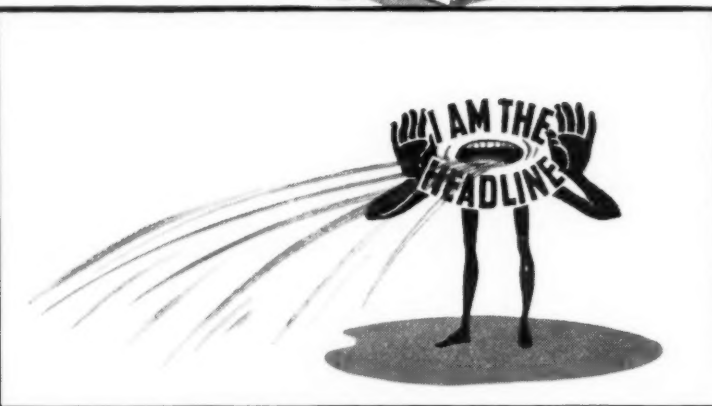
FEBRUARY 15, 1940

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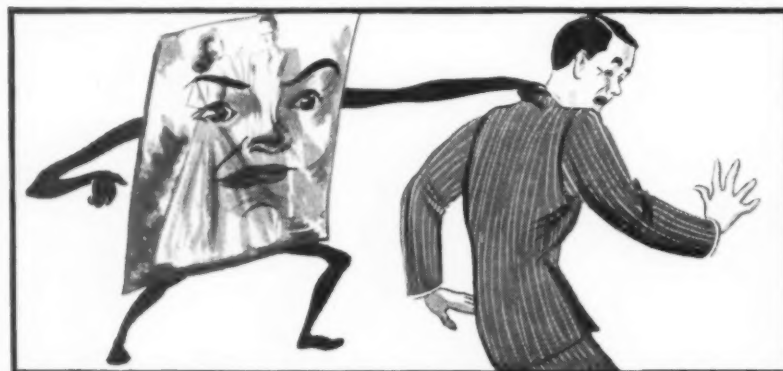
# PITY THE PLIGHT OF THIS POOR 4 column 15—



The Copy Fairly Sang ... like Jennie Lind at a command performance! Every word and every line of it straight from the heart. The kind of copy that makes people buy and buy!



The Headline Really Shouted ... like Clem McCarthy at a world's championship fight! Well balanced ... just enough curiosity value ... and just the right size to make people stop, look and "listen."



The Artwork Reached Right Out and Grabbed the Reader ... like a G-man on the trail of Public Enemy No. 1. The art work in this 4x15 deserved a place in the Louvre—the sort of thing that would have made Rembrandt turn his head for a second look.



But It Didn't Ring the Bell ... which was a minor tragedy for the artist and copy writer ... and a major disaster for the advertiser who paid the bill! For—*horribile dictu!*—the ad appeared in the wrong newspaper!



And what makes a newspaper "right" or "wrong" from an advertiser's standpoint? Simply the people who read it ... and how, and where, and when. The Los Angeles Times is read by Southern California's largest family audience—in their homes—where shopping lists and buying decisions are made! (West's largest morning circulation; more than 85 per cent carrier delivered.) That's why Times 1939 advertising topped the nearest local score by over three million lines ... and why a 4x15 or even its little brother, a 1x3, rings the bell in the Los Angeles Times.

## LOS ANGELES TIMES

REPRESENTED BY WILLIAMS, LAWRENCE AND CRESMER  
NEW YORK. CHICAGO. DETROIT. SAN FRANCISCO

SALES MANAGEMENT

# Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending February 15, 1940:

## The South Is NOT Under Ice

BECAUSE BAD NEWS TRAVELS FASTER than good news, and usually gets magnified to a much greater degree in the traveling, some false impressions have gotten about concerning the seriousness of the consequences of the recent cold wave in the South. Wired reports from 30 cities to SM's editors indicate that crop damages are not nearly as serious as some earlier news releases indicated. A summary of the effects of the freeze appears on page 50.



Real estate foreclosures by all types of mortgage lenders on non-farm property dropped to a 13-year low record in 1939, according to the Federal Home Loan Bank Board.



General Motors, Frigidaire Division, announces the creation of a "Customer Research Staff" similar to that long operated to study consumer demand in its motor divisions. Field studies will be made on refrigerators, ranges, water heaters, air conditioning units and commercial refrigeration equipment which will guide the company in product design and various phases of sales policy.

## "Not 'Agin' Advertising"

COMES A STATEMENT FROM THE FEDERAL TRADE COMMISSION anent "misconceptions concerning the character and scope of the proposed inquiry into 'Methods and Costs of Distribution.'" It says: "The purpose of the inquiry is to assemble facts concerning the whole subject of distribution in a number of industries. This will involve examining different methods of distribution and, necessarily, the more important items of costs. Some industries will be included in which expenditures for advertising, no doubt, will be unsubstantial; in others, the advertising costs may be substantial. There is no purpose or intention of singling out advertising any more than any other item of the cost of distribution and no more emphasis will be placed on advertising costs in this inquiry than was done in such recent inquiries as Agricultural Income, Farm Implements and Motor Vehicles.

"In the numerous general inquiries conducted by the Commission and in the many thousands of cases in which it has made investigations and taken corrective action, the Commission has never made any declaration or taken any position against advertising as such. Furthermore, no such action is contemplated. Its action with respect to this subject has been confined to the elimination of false and misleading advertising under the FTC Act, and of unlawful advertising allowances under the R-P Act. Even under the latter act no attempt has been made to prevent the granting of such allowances provided that when offered they were made available on proportionately equal terms to all customers."



In his annual report to stockholders of the Celotex Corp., Bror Dahlberg, president, points out that for each of the last seven years the increase in families has exceeded the increase in dwelling units. "This fact," says President

Dahlberg, "has made the erection of new single and multiple residence structures a matter of increasing private and public concern . . . Such a rapidly rising deficiency as that of the past seven years has never before existed in this country." His conclusion is that there lies ahead a large expansion in building.



Opportunities for college graduates of this year to obtain immediate jobs are better than at any time since 1929, says Walter Geist, vice-president of Allis-Chalmers, who also heads the company's Graduate Training Course. During his scouting among the universities for candidates for their own business training school, officials of engineering schools reported to Mr. Geist that industrial enrollment of the 1940 class is now running as much as 300% of the same period last year.

## Record Earnings for 1939

MORE THAN 70 COMPANIES will, in 1939, eclipse their previous earnings records, according to an analysis, made by *Barron's*, and based on estimated corporate profits for the year. The list includes firms in air transport and manufacturing, automotive equipment, drugs and chemicals, foods and beverages, metals and mining, paper and printing, retail merchandising, textiles and hosiery, tires and rubber, tobacco, and a miscellaneous group which takes in Columbia Broadcasting System, Flintkote, Greyhound, National Gypsum and Technicolor.



"Most of the industries in which sensational changes have occurred in the past decade are represented," *Barron's* points out. ". . . For the most part the list comprises companies which had established a previous record in profits for 1936 or 1937." The "changes" referred to embrace such factors as the growth of research, modernization of factory and engineering methods, and improvement in selling techniques.



This significant analysis would seem to substantiate the thesis that the day a business comes to the belief that it has found a "formula" for successful operation, is the day it starts its decline. Paradoxically, today the most "constant" factor in business success is change.



Lightweight stainless steel trains are not only earning their bread and butter, but a substantial amount of jam in the form of net profit, says Budd Mfg. Co. in a report prepared for them by Coverdale and Colpitts, consulting engineers. Burlington's Denver Zephyrs, for example, produced the greatest gross revenue of any trains reported on in the year ended June 30, 1939, a total of \$2,077,444, while they earned a net of \$1,530,155. Santa Fe's El Capitans, which went into service in February, 1938, produced \$8,000 in revenue that month; \$38,000 in March; \$49,000 in April; \$83,000 in May, and \$101,000 in June. Their gross revenue for the year was \$907,423. Streamliners put on the New York-Florida run have been operating since



the date of their introduction at capacity loads. And so the railroads learn about the thing called "product design."



Most significant repercussion of a Robinson-Patman decision to date is the announcement by A & P that it can no longer make purchases from manufacturers who deal with brokers. Just how far-reaching this decision may prove to be in its effects on distribution is still problematical. Questions: Will other chains adopt the same policy? Will the decision mark the decline of the broker as a factor in distribution? Will it bring about a vastly greater amount of cooperative buying by groups of wholesalers? Will it produce a marked effect on the sales policies of manufacturers who are now attempting to serve both chains and independents?



The *New York Times*, in an analysis made for it by Malcolm L. Merriam, chief of the credit analysis unit of the Bureau of Foreign and Domestic Commerce, reports a gain of \$800,000,000 to \$1,000,000,000, for 1939 over 1938, in installment sales. This represents an increase of from 25 to 30%. Deferred payment volume for '39 will run between \$4,100,000,000 and \$4,300,000,000.



The Supreme Court last week reversed itself on an important decision affecting sales taxes. It had previously held that if, at the time of a sale, goods sold belonged to a seller and had to be shipped in interstate commerce to fulfill the contract of sale, a sales tax was unconstitutional. The more recent decision covered the case of a Pennsylvania company selling coal from Pennsylvania mines to dealers and consumers. Through its New York office this company sold yearly more than a million tons of coal to utility and steamship customers, which was shipped to Jersey City docks and thence to New York City.

The Supreme Court ruled that a sale contracted in New York in which delivery was made in New York, was subject to New York City sales tax. There was no decision as to whether sales contracted in New York City, but delivered outside the city, were subject to such a tax. Consult your attorneys for advice on sales tax payments to be made under protest until this point is clarified by the courts.

## Notes on a Trip to the Coast

(From the notebook of Philip Salisbury, Executive Editor)  
EVERY HUNDRED MILES OR SO the Great Northern's Empire Builder stops its mad pace and pauses at some prairie city in Minnesota or North Dakota. It is Saturday, and the town streets are crowded with farmers' cars. It's surprising that such a large percentage of them are new. At least one in four, I'd guess.

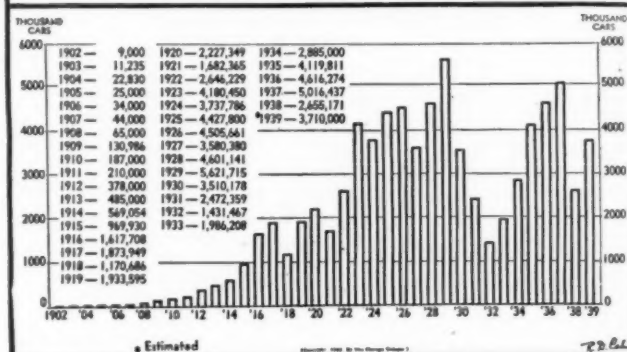
Perhaps it's not so surprising after all, for this morning's *Minneapolis Tribune* carries a Washington dispatch that 1939 farm income in Wisconsin, Minnesota, the Dakotas and Montana topped even that of 1937 by a considerable margin, and was *double* that of 1932. The Northwest's gain over 1938 was more than twice the national gain.



The Great Northern's well-designed brick stations are a good advertisement for the road . . . At every important stop the steward lugs in a supply of newspapers from all points, Chicago to the Coast. . . I notice in the last couple of years a big improvement in the coverage and display of national and international news, especially in papers com-

[16]

## Annual Production of Passenger Cars and Trucks in the United States and Canada



ing from cities down under the 100,000 group. Wonder if the popularity of news broadcasts hasn't caused editors to revise their judgment of what interests people?



The *Spokane Spokesman-Review* carries a story that the State of Washington's sales and business tax in January brought in more revenue than in any month since the 1935 legislature enacted the present law. When a January tops December, that is news . . . Business in Portland must be exceedingly bright too, for an *Oregonian* story states that production of gas in January by the Portland Gas and Coke Co. was 19% above the same month last year—and ahead of any month in the company's history except for January, 1930, when there was a record-breaking cold spell.



Newspaper editors out this way are widely split over Secretary Hull's trade treaties. One Seattle paper has a very convincing pro-Hull editorial which winds up, "Like agriculture and manufacturers, lumber now has a positive stake in the preservation and, so far as present world conditions permit, the further extension of the trade agreement program." A rival paper on the same day attempts to prove that lumber production is 'way down because of the trade treaties.



News items telling of some barrier to free trade between the states pop out at one from the pages of every paper—and it's trade barriers which account for this trip. I'm on my way to discuss the subject at the San Francisco regional convention of the National Federation of Sales Executives.



Montana farm prices reached a two-year high in January . . . A year ago only 10% of the Montana farms were electrified; today it's 13% . . . On the whole, the state—judging by its newspapers—seems pretty well satisfied with the New Deal, but they're saying that under Coolidge and Hoover they never had such a cold Winter!



It offends my sense of thrift to see farm implements scattered all over the fields and farm yards from one year's end to another. Possibly International Harvester and the other implement companies profit by this carelessness. Why doesn't someone sell a cooperative campaign to the lumber companies? With a consistent campaign in the farm papers, I'll wager they could convince the farmers that they could *save* money by putting up enough outbuildings to cover their machines.

SALES MANAGEMENT



Hertzler



Muench



Emerson



Robbins

JOHN R. HERTZLER has been named general sales manager of York Ice Machinery Corp., York, Pa. He joined the firm in 1927 as a student salesman, rising to manager of the air conditioning division in 1935. Two years later he was made general representative, which post he now leaves. His new job was formerly held by Stewart E. Lauer, now York's president.

C. L. MUENCH is the newly elected president of Hood Rubber Co., Watertown, Mass. He came to Hood in 1918 in the production control department, and was successively merchandising manager, sales manager, vice-president in charge of sales, executive vice-president. As president he succeeds Arthur B. Newhall, retired.

EDWARD D. EMERSON, since 1937 district sales manager for Babcock & Wilcox Tube Co., has been appointed general sales manager by John A. Roebling's Sons Co., Trenton, N. J., manufacturer of wire and wire products. He will assume his new duties March 1. Before his connection with Babcock & Wilcox, he was a salesman with Jones & Laughlin Steel Corp.

WILLIAM M. ROBBINS succeeds Austin S. Igleheart as president of General Foods Sales Co. He was formerly vice-president and national sales manager. Mr. Igleheart, an executive vice-president of General Foods Corp., continues as a director of both firms. Ralph Starr Butler is appointed executive vice-president of the sales company, continuing as a v.p. of the corporation.

## NEWS REEL



Dvorak



Chinlund



Varney



Ray

ELMER C. DVORAK has been made sales manager of General Electric's ranges in Bridgeport, Conn. He began with G-E in 1934 in the ad and sales promotion department, transferring to district representative for ranges and water heaters in Ohio, Mich., Ky., and Ind. in 1937.

EDWIN F. CHINLUND has been elected president of the reorganized Postal Telegraph, Inc., N. Y., and will carry on the 59-year old business, which has gone through the proceedings of 77B. Ellery W. Stone is executive vice-president; William J. Deegan, vice-president and treasurer.

RUSSELL W. VARNEY, for the past ten years manager of the bakery sales department of Standard Brands, Inc., N. Y., has been made head of a new public relations department. He will "be active on employe and consumer developments as well as social and economic trends affecting company business."

J. CHESTER RAY succeeds H. N. Hawkes as general sales manager of U. S. Tire Dealers Corp., N. Y. His headquarters will be in the Detroit plant of U. S. Rubber Co., where the U. S. Tire sales division will be after March 1. He has been with the company for many years.

*Photograph of Mr. Emerson by Bachrach; Mr. Robbins, by Pirie MacDonald; Mr. Chinlund, by Wide World; Mr. Ray by Underwood & Underwood.*



BY  
**CARL B. SQUIER**  
*Vice-President and  
 Sales Manager,  
 Lockheed Aircraft  
 Corp.,  
 Burbank, Cal.*



Carl Squier began to learn his product when he flew in the 90th Aero Squadron during the first World War, spending more than three years overseas, and coming out with the rank of captain. The war sold him on aviation as a career. Back home again, he went to Michigan State "Tech" to get additional education—he had already spent three and a half years in the University of Michigan. After working for Stinson, Martin, Eastman and Detroit aircraft companies, in 1928 he was sent to California as general manager of Lockheed, then a small concern. Today, it is among the largest, and world-famous for its commercial planes, regardless of war business. In his sales work, Mr. Squier flies as much as 100,000 miles a year over airlines in the United States, Canada, Mexico, Latin America and Europe. Since 1928 he has flown more than 1,000,000 miles.

## Lockheed, Swamped with War Orders, Builds for Peace-Time Days to Come

When the Armistice terminating World War II arrives, Lockheed will not be caught unprepared to switch promptly to a peace-time sales program. Taxed now by huge orders for bombers and pursuit planes, they continue to build transport ships and are expanding their advertising to maintain their reputation as builders of passenger equipment.

**I**N 1938, we were a growing concern building commercial airplanes, with a larger force than we had ever employed in the past—2,400 people.

Howard Hughes flew round the world in less than four days in a Lockheed 14 transport plane. Another Lockheed 14 was flown to a customer in Poland via South America and Africa—a journey of 16,500 miles.

There was every reason to be satisfied with our commercial plane business, and to anticipate a greater future.

Suddenly, almost out of a clear sky, we received a \$33,000,000 order for military planes, 250 reconnaissance bombers for Great Britain, and 50 additional bombers for Australia.

It was necessary to increase our employees to 3,000 within a few weeks, and the problems of hiring, training and expansion of plant and equipment were tremendous. Today, there are 7,000 people on the payroll.

At the beginning of 1939, our backlog of orders was above \$33,000,000, and through that year we built better than one twin-engine all-metal plane every day.

We built more than \$30,000,000 worth of planes in 1939, and started 1940 with a backlog exceeding \$45,000,000, and there seems to be no end of the war business in sight.

Therefore, people are astonished when they hear that we are not only building commercial planes, but are actively seeking customers for them, in this and other countries. Instead of diverting our sales force to other jobs, we are keeping them busy, which in selling planes means travel as far as Buenos Aires.

Instead of stopping our advertising, we have increased it.

Our engineering department is busy designing improved transport planes. Three new types were announced last year, one a four-engine transport for

16 night passengers or 32 day passengers. Another new transport was announced last Fall.

Our research department is investigating the possibilities for increased air travel, both for information needed in designing transports, and for the benefit of transport companies.

One way to state this policy is that we believe in preparing for peace in times of war, so that the best part of the plant and personnel developed for military plane manufacture can be diverted to commercial production when war ends.

Another way—and the truer—is to say that Lockheed is growing regardless of war orders, and that it is today where the present management, when it took over in 1932, intended that it should be had there been no war.

Lockheed was organized in Hollywood, in 1926, by Allan Loughead, to build speedy single-engine monoplanes of plywood, and the following year the first Lockheed Vega flew, the fastest commercial plane up to that time. The plant was moved to Burbank, Cal., sharing a two-story building, with a few thousand feet of floor space.

In 1928, the first famous flyer to make Lockheed known by spectacular flights was Captain (now Sir Hubert) Wilkins, and from that time our planes have been in the news in connection with flights by the Lindberghs,

SALES MANAGEMENT



Amelia Earhart, Wiley Post, Frank Hawks, Sir Charles Kingsford-Smith, Howard Hughes and many others.

Planes capable of record-breaking flights are also capable of carrying passengers with profit, and the company became known for its fast transports, and for its innovations in design. We were foremost in streamlining, developed the retractable landing gear, etc. Engines taken out of planes that did 100 miles an hour, did 150 and 175 miles when they were put in Lockheeds.

In 1931, with fewer than 400 employees, and an engineering staff of nine men, we were world famous. That engineering staff averaged 32 years in age, and every man could design, build and fly a plane. Everybody knew everybody in the shops, and teamwork between shop and drafting room was a big factor in Lockheed performance.

Then, after a receivership owing to the depression, Robert Gross took over in 1932, with associates, and under his management the policy was laid down which is followed today.

### Backlog: Friend or Enemy?

"Bob" Gross was then in his early thirties, and determined to get into aviation. After graduating from Harvard and getting into the investment banking field, he made a start in aviation by joining Stearman Aircraft Co., Wichita, in 1928. When that company was purchased by United Aircraft Corp., he organized Viking Flying Boat Co., at New Haven, designing and making seaplanes for the Navy and Coast Guard. The depression killed that market, and he joined the Varney Speed Lines which flew Lockheeds between Los Angeles and San Francisco. And when the Lockheed assets were offered for sale, he purchased them, and soon became president of the company.

Then followed such developments as the twin-engine ten-passenger Electra, first flown in 1934, and the Lockheed 12, a smaller version of the Electra, in 1936, and the larger "14" in 1937. This was rated the world's fastest multi-engine commercial transport. Howard Hughes went round the world in it in 1938, with a crew of four, averaging 206 miles per hour for 15,000 miles.

And he was hardly home again before our first war order entirely changed public thinking about us.

Immediately we were in the news, not for our planes and their performances, but for our backlog. Every addition to the backlog was live news, and nothing else of any popular interest, comparatively.

When it comes to backlogs, we had one amounting to more than \$6,000,000 when the first war order was received, in June, 1938, all for commercial planes. But, of course, that was forgotten.

And while our military planes are used by nine governments, our commercial planes are flown by 30 airlines throughout the world—the United States, Alaska, Canada, England, Ireland, France, Netherlands, Dutch East Indies, Australia, New Zealand, Japan, Latin America. That was forgotten, too.

A new selling situation was brought us by war orders.

Unless we continued selling, and increased our efforts, the public would soon forget that we made commercial planes, and think of us as entirely occupied with war orders. When the war ends, we would have to start where we began with Mr. Gross's advent into the company, handicapped by an over-size plant, mainly equipped for building military planes.

Letting down on the sales end would mean letting down on the designing end, because without orders for commercial planes during the war production, our highly-keyed designing department would grow stale, and disintegrate.

Up to the present time, war orders have occupied only part of our designers' time, because war planes are made to the same model, in hundreds. Once the model is decided, produc-



Lockheed profits by the bitter lesson which World War taught many a U. S. industrialist—that, no less than for war, business must be prepared for peace. While newspapers headline Lockheed's ever-growing backlog of war orders, the company's own advertising stresses an ever more brilliant record in the building of commercial planes.

tion is a matter of duplication. Our war orders came because we had developed speed and other qualities in commercial planes. Should the war be long, new military types will be needed, but at the present time our designing department is able to concentrate on commercial planes.

The sales job involves two things: Keeping Lockheed planes in the public eye, and promoting the growth of air passenger travel.

Air travel has a peculiarity. The passenger who boards a crack train will seldom know who made the locomotive or the coaches—he thinks of the railroad company. But the passenger who boards an air liner will know who made the plane. The name and reputation of the plane stands for speed, safety, comfort. Famous transport planes are often better known than the companies that fly them, and their merits are discussed both by travelers and those who have no occasion for travel, or who have not yet gained confidence in flight. Various famous planes are a matter of great importance to young people, even boys and girls, and keeping a company and its ships in the public eye means much in transport sales. The boys and girls of today will be the air passengers of five years hence.

### Refocussing Public Attention

Spectacular flights keep the planes in the public eye, and at the same time there is the handicap of having people think of them as stunt planes. The public marvelled when Wiley Post and Howard Hughes flew round the world in Lockheeds, but not everybody realized that both flights were made in commercial transports, and that the space provided for passengers was simply diverted to carrying extra fuel and instruments.

So, using national magazines, the company launched an advertising campaign even while the first employees were being trained for war work. The general purpose of this advertising is to keep Lockheed in the public eye as a manufacturer of crack commercial transports, and keep attention directed upon the large number of our planes flying regularly in passenger service on six continents, despite our war business.

When somebody said that Irvin Cobb's character Judge Priest had come back, his Negro servant was indignant. "The Jedge ain't been away nowhere!" he declared.

And at the end of the war, when people are adjusting themselves to change, we want them to remember

that our commercial planes have been in the picture all the time.

Our fundamental sales problem is that of the airline companies—to increase the volume of air passenger travel.

We have a market research department working on that problem, measuring undeveloped markets by factors of population, income, habits, desires, prejudices and so on, just as a manufacturer of electric shavers measures his markets.

The shaver manufacturer may discover that a large number of men are not using his apparatus because they can't afford it, or are reluctant to change their habits. He works to overcome these handicaps by designing new models.

Our market research is very important in commercial plane design, and also useful to airline companies.

There are not enough air passengers. While 1,250,000 people were carried last year, an increase over the previous year, and while growth in air travel may be impressive (when it is remembered that a dozen years ago the occasional passenger from cities like Los Angeles to Salt Lake City sat on mail bags in an open plane), still there are not enough passengers. To grow, airline companies must have

more traffic—and that limits the market for transport planes.

A splendid job of selling people air travel has been done by the airline companies. Otherwise, the traffic would not have shown such growth in a dozen years.

But market research now discloses facts that indicate misdirected selling, along the wrong line.

"Why don't more people fly?" has been asked when traffic figures were studied, and the airline companies have generally answered, "Fear of flying holds them back."

Every effort has been made to overcome this fear, and win the citizen who said, "I don't care how high I fly, so long as one foot's on the ground."

People have been taken up for short flights, to show them how safe and pleasant it is. Special rates have been made for long flights, and wives have been carried free, and other inducements offered to let travelers experience the great saving of time over other methods of travel.

This has all been helpful—even after a "barnstormer" has operated from an airport, taking people on \$2-flights, the results can always be seen in an increase of air traffic.

(Continued on page 84)

lier's, *American Home*, *Better Homes and Gardens*, *Holland's*.

Rube Goldberg, Tony Sarg, William Steig and other famous cartoonists picture in their divers ways the woes of no hot water and the joys of oceans of same—from a Ruud heater with a Monel metal tank. Adaptations of the magazine ads are being supplied dealers for newspaper use. Marschalk and Pratt, N. Y., is the agency.

## G & W Quiz

Gooderham & Worts, Ltd., Detroit, hitches the popularity of quiz games to its Star whiskies and inserts a "Five Star Quiz" in 59 newspapers of 12 states. William Esty, N. Y., is the agency.

Five questions are asked in each ad. Example: "Which is farther west—Reno, Nev., or Los Angeles, Cal.?" and two are concerned with the product: "Which is heavier, ice or water? Answer: Water. Take the two together, however, and add a jigger of G & W Five Star whiskey and you have a light, mild delightful—yet authoritative—highball."

Billboards in certain markets, point of sale promotion reinforce. A contest for questions to be submitted by readers may develop before the series runs its course in June.

## MGM Splash

Metro-Goldwin-Mayer is launching its three latest pictures with an advertising splash. The first, "Northwest Passage," made from Kenneth Roberts' novel, is getting a four-color page in *S.E.P.*, and b. & w. and two-color space in February issues of *American*, *Red Book*, *Cosmopolitan*, *Liberty*, *Time*, *Collier's*, *American Boy*, *Boys' Life*, *Open Road for Boys*, *This Week*, *The American Weekly*, *N. Y. News and Mirror*.

"Young Tom Edison," to be released about March 15, and "Edison the Man," to be released later in the Spring, will have magazine schedules behind them, in addition to the customary newspaper space. Plans are not yet jelled, say Donahue & Coe, N. Y. agents in charge.

Following current movie practice, the world premiere of "Northwest Passage" will be held in Boise, Idaho, and of "Young Tom Edison" in Port Huron, Mich. Both places, of course, are connected with the films.

## How to Make 'Em Buy

When a manufacturer can get a dealer to adopt a good display idea—even a simple one—both benefit by bigger sales. The two pictures on p. 21 make the point. They illustrate an

# Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Papers and Dealer Helps]

## Lent Means Fish

Consequently Gorton-Pew Fisheries, Gloucester, Mass., is running ads in some 60 papers once a week chiefly in cities along the Atlantic seaboard. Recipes are played up, scores of recipes for harried housewives seeking meat substitutes for 40 days of abstinence. A 40-page recipe book is offered for a label from any Gorton product.

Though extra advertising steam is turned on for Lent, the ads will continue through the year. Codfish cakes, best seller of the firm's 30 products, get most emphasis.

H. B. LeQuatte, N. Y., is the agency.

## OG on Air Again

Old Gold cigarettes, P. Lorillard Co., returns to the networks with a half-hour show Fridays 10-10:30 p.m. on the NBC Red chain, starting April 5. Don Ameche will be starred in the variety-type program. It will be piped from Hollywood.

A series of 1,000-line ads in color rotogravure "in all the leading Sunday newspapers beginning March 1" is an additional Old Gold splurge.

Lennen & Mitchell, N. Y. is the agency.

## Skywriting

Pepsi-Cola Co., Long Island City, N. Y., has contracted with Skywriting Corp. of America, N. Y., to inscribe its name across the heavens a minimum of 2,000 and a maximum of 3,000 times. Letters will be from a half to a mile high, three miles long, 8,000 ft. above the ground.

Starting in New Orleans, fliers will follow the sun North, covering in turn most of the country. Last year a similar contract called for 1,000 celestial inscriptions.

## Ruud

Ruud Manufacturing Co., Pittsburgh, is running a cartoon series from now to June on its automatic gas water heater in *S.E.P.*, *Life*, *Col-*





This display beat shelf sales 26.8%.

idea test in the continuous series *The Progressive Grocer* plans for food stores everywhere.

In this one-week test, five self-serve stores made a simple floor display of Rice Krispies with a "10-cent" price card. Volume rose 26.8% over carefully recorded shelf sales of the same product the week before. But during the test week five other similar stores of the same ownership in like locations used identical floor displays with one difference. They added a card reproducing the current Rice Krispies advertisements in *Ladies' Home Journal*. Volume exceeded the previous week's shelf sales by 48.2%! *Sic semper* dealers who cooperate.

*The Progressive Grocer* is distributing a book about the results of some of its store display tests.

### Keepsake

A. H. Pond Co., Syracuse, N. Y., promotes its Keepsake diamond rings in March, April, May and June issues of *S.E.P.*, *Life*, *Collier's*, *Photoplay*. Insertions are to be in color. Black and white copy is set for the same issues of *Screenland*, *Silver Screen*, *Mademoiselle*, *Glamour*.

Dealers get free a series of 12 one-minute radio transcriptions for local use, and newspaper ads, displays, mailing pieces.

John B. Flack, Syracuse agency, is in charge.

### Musical Americana

Westinghouse Electric & Mfg. Co. sponsors an institutional program on 96 stations of the NBC Blue network (and over its own short wave stations to Europe, South America and the Orient) Thursday evenings from 8 to 8:30.

As the title suggests, the program is entirely of American music. Raymond Paige conducts the Westinghouse or-



This one raised sales by 48.2%.

chestra, "100 Men of Melody, largest orchestra on any sponsored program." This is the same aggregation that was known as "99 Men and a Girl" when on the air for U. S. Rubber a few months ago. The girl was Hildegard. Deems Taylor is master of ceremonies for the 100 men. In addition, a 24-voice mixed swing choir and guest artists from U. S. music schools are featured.

Fuller & Smith & Ross, N. Y. agents, prepare the commercials.

### Crown Tested

American Viscose Corp., N. Y., plays up local retailers in its national magazine copy for "Crown Tested" rayon fabrics. Ads are to appear for the rest of 1940 in *Good Housekeeping*, *Women's Home Companion*, *McCall's*, *Parents'*, *Harper's Bazaar*, *Vogue*, *Mademoiselle*, *New Yorker*, *Esquire*, *McCall Fashion Book*, *Vogue Pattern Book*. Both color and b. & w. pages are scheduled.

Consumer copy depicts rayon clothes, modeled by Hollywood stars, which are "now at your favorite store including..." A list of leading stores follows. Trade copy in *Women's Wear*, *Daily News Record*, *Retail Executive* shows trade groups what this national ad coverage means to them in localities where they have customers.

J. M. Mathes, N. Y., is the agency.

### Down East Potatoes

Maine Development Commission is using 122 newspapers in 71 cities, east of the Mississippi, to sound trumpets for State of Maine potatoes. Thrice weekly broadcasts by Marjorie Mills, "the Girl from Maine," over seven stations of the Yankee network supplement.

Trade journals scheduled for the

next four months—peak of the potato selling season—include *National Grocers' Bulletin*, *New England Grocer and Market*, *Super Market Merchandising*, *Voluntary and Cooperative Groups Magazine*, *Grocers' Digest*, *Maine State Grocers Bulletin*, *Food Field Reporter*, *West Virginia Merchant*, *Hotel & Restaurant News*, *The Packer*, *Produce Guide*, *Produce News*.

Brooke, Smith, French & Dorrance, N. Y. agency, remains in charge for this fourth year of spud promotion.

### Motorola

Galvin Mfg. Corp., Chicago, is using 11 consumer magazines to describe its 1940 Motorola auto radios. The list includes *S.E.P.*, *Life*, *Time*, *Esquire*, *Collier's*, *Look*, *Fortune*, *The American Weekly*, *This Week*, and 47 motor club publications. Total circulation is 24,000,000.

Dealers are being supplied with a display fixture holding five Motorola models and aerials. Each radio can be played in demonstrations, and the fixture can be rolled about the store on ball-bearing casters. A phonograph record, which plays on a Motorola record player through one of the radios, is "a unique and unusual sales presentation that opens with the 1940 theme song, 'Lovely to Look At,' and then breaks into a punchy dramatic sales message."

Gourfain-Cobb agency, Chicago, has the account.

### Campbell Loves CBS

And vice versa, CBS loves Campbell Soup Co., and with good reason. "Campbell's Short Short Story" (for the firm's tomato juice), on 49 Columbia stations thrice weekly at 11:00-11:15 a.m., brings to five the number of programs on that network sponsored by the Camden company.

Others consist of "Campbell Playhouse," with Orson Welles, Lanny Ross's musical period on behalf of Franco-American spaghetti, Amos 'n' Andy, and "Life Begins," a dramatic serial.

Ward Wheelock agency, Philadelphia, is in charge.

### Sossages

Meat packers are going into the biggest promotion since their famous ham campaign ten years ago. This time the drive, which starts on February 26 with a full-color spread in *Life*, will concentrate first on pork sausage and, later, on liver sausage. Late in March, also in *Life*, a second full-page full-color advertisement will appear. The

(Continued on page 77)



# Big Shows in Nine Cities Launch Standard Oil's 1940 Sales Drive

Field staff hears of huge advertising barrage in many media . . . the year's sales opportunities are dramatized in playlets, and in a new industrial film. Here's another instance of the application of Broadway showmanship to business.

**PLACE**—Any one of nine central western cities: Minneapolis, Milwaukee, Des Moines, Kansas City, St. Louis, Indianapolis, Detroit, Chicago or Omaha.

**TIME**—January 9 to February 1, 1940.

**SCENE**—Theatrical set-up, large stage in center, smaller "wing" stage on each side; bright red plush pull-curtains framed in heavy green plush; spot lights, sound effects, motion picture projector.

**LOCALE**—A theatre, club or ball-room in any one of the above nine cities.

**CAST**—Professional actors and carefully selected employes of the Standard Oil Co., of Indiana, including executives and department heads.

**AUDIENCE**—From 150 to 300 Standard Oil salesmen and sales chiefs.

**OCCASION**—Standard, of Indiana, is holding a series of "sales conferences" to acquaint its sales field staff with its selling plans for the year. "The biggest and best year in the history of the company," they are told.

We'll start telling the story of the fastest sales presentation we've ever seen, bar none, with the summing up of the talk made by Wesley I. Nunn, advertising manager, who has just outlined in detail the Indiana company's projected advertising campaign for the year. He says:

*"Newspapers!*—1,798 daily and weekly newspapers with total combined circulation of 14,000,000.

*"Outdoor posters!*—19,173 regular and illuminated posters in 907 towns and cities throughout the Middle West.

*"Farm papers!*—27 farm and dairy papers with more than 2,000,000 total circulation, with some farmers receiving not only one but several of these publications.

*"Radio!*—78 spot announcement programs over 94 stations in late

March, April, May and early June; six days a week, during the noon hour.

*"Highway approach signs!*—3,000 erected last year; 2,000 more to be erected this year; 5,000 powerful reminders.

*"Direct mail!*—Literally millions of pieces of direct mail, including calendars, advertising Stanolind furnace oil, Atlas tires and batteries, candles, the F.A.R.M. program, winterizing and summerizing your car and various specialty products.

*"Industrial publications!*—45 publications in the industrial, fleet and asphalt fields.

*"Road maps!*—5,000,000 up-to-date highway maps, one for every state. One for each of six large cities. Six new sectional maps which cover the entire United States and principal highways in Canada and Mexico.

*"Point-of-sale-signs!*—Tens of thousands of signs at our dealer stations; 28x44's Atlas, Iso-Vis, Quaker State, Standard Service, and now the new credit card sign.

*"Special activities!*—Specialty display cabinets, pump globes, window displays, 'standard service News,' Bovinol and other truck signs, hand-out folders of various kinds."

Speed, smash, excitement, shadow-graphs, comedy, satire—presented successively on each of the three stages—16 tons of stage settings and "props" carried in a special baggage car—the audiences kept always sitting on chair rims! Changing lights, music fading and swelling.

"The 'Gone with the Wind' of sales presentations," observed a salesman sitting to the left. "We won't need to go to a show tonight. We've got one here!"

As each speaker told his story there were pauses, sometimes only a paragraph or two apart, for the staged illustrations which vividly brought out the sales points.

To make it all palatable the company and the higher executives were

kidded a bit in spots, and where the stumbling salesman was shown up in his fumbling it was done with a laugh. The drama of the day was carried through ten acts and thirty-six scenes, plus the motion picture entitled "Penny Turns Pro."

This film was made in Hollywood with professional players, all of whom have appeared in well known films. Robert Baldwin is "Penny," playboy son of a rich father. He finally wrecks a filling station with his car and the father, tired of it all, decides that he must work out the damages. The station owner puts him at the meanest and dirtiest jobs and "rides" him hard.

## Eighty Steps to Success

Penny takes it all in stride, studies up on the fine points of operating a station, and in the end shows up the owner and his regular helper. It seems that there are some 80 specific things that a service station attendant must know if he is to be tops in his work. He can do each one of these the right way or the wrong way.

In the film each of these is demonstrated. Penny gets a slow start and the two "regulars" get some opportunities to criticize him in the beginning. But when he learns the ropes—out of the book of rules—he turns the tables on them in grand style. His rehabilitation—for the love angle must always be there—delights the heart of the girl, Eve, who is played by Marsha Hunt. All's well all around at the end.

"Four Vital Questions" starts the afternoon session. H. L. Porter, of the sales promotion department, opens up activities with this stopper:

"Did you ever stop to think what you would do with \$1,000,000? This company invests at least that amount annually in the men in this room. Our chief purpose in appearing before you today is to find ways to use that investment to better advantage."

He follows with:

"Have we solved all of our problems? Not all, even though splendid progress has been made. And as our thoughts turned toward the new year we have again called upon our most faithful friend to point out wherein

(Continued on page 87)

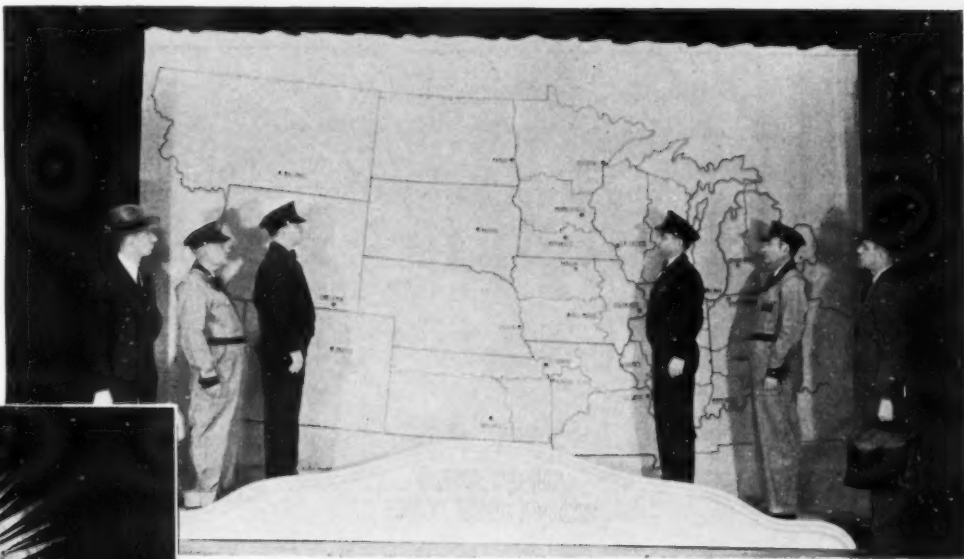
**1.** Thirty-six scenes, run off with split-second precision, put over selling points—and put them over with a generous sprinkling of giggles and guffaws. In this episode the chubby service station attendant—his nerves a-jangle because of his numerous and overlapping duties—unloads his troubles onto a Standard Oil salesman. He ends up out of breath in a wheeze.



**2.** Shadowgraphs such as this illustrate public interest in newspapers, and so prove the efficacy of newspaper ads. Other shadowgraphs: A reporter interviewing Chamberlain; a war correspondent in action; a baseball catcher; Pop-Eye, the Sailor, etc.



**3.** A map depicts the marketing territory of Standard of Indiana, with salesmen, operators, attendants at attention. Object: To impress salesmen-audiences, give them pride in their company's far-flung activities.



**4.** Here's Standard's battle insignia which is flashed on brilliantly after the proper build-up. Every time it brings a cheer that might have poured from the throats of the boys at dear ol' Siwash.



## Drama, Breathlessly Paced, Brings Down the House at Standard's Conventions



**5.** This scene explains to the salesmen just how farm radio listeners imagine the radio program is broadcast. A companion scene shows actual broadcasters at work in the studio, with all their apparatus. Thus salesmen may peep backstage.

**6.** An old farmer at home listens to crop and market reports. As he listens, a Standard "spot" announcement comes in over one of the 94 stations the company uses daily at the noon hour. Professional actors, 16 tons of settings and "props" make the convention show a first rank production.





To Bulova salesmen in convention, a television program dramatized plans and prospects.

## Bulova Spends \$2,000,000 in 1940 to Build Customers for Dealers

Jumping its appropriation 25%, Bulova marshals its sales man-power behind a huge 1940 campaign which blends radio, magazine and newspaper media in the biggest advertising drive ever sponsored by a watch company.

**A**LTHOUGH the salesmen of the Bulova Watch Co. have represented the company an average of 15 years or more, they must have learned some things at the annual sales conference in New York last month which surprised them.

Part of this knowledge came from the dramatic way in which the facts were presented.

The 50 representatives from the United States and Canada sat on the sixth floor of National Broadcasting Co.'s headquarters building in Radio City and saw and heard a televised presentation of 1940 plans from the third floor.

Statistics and charts, often in cartoon form, were "animated" on the spot before the television cameras. Professional actors dramatized some of the problems of selling. Cut-ins from movies emphasized advertising coverage and market potentialities of the nation as a whole and of specific territories.

SM stood in the control room above

the studio and watched the cameras operate and their pictures dovetailed, and get some pretty potent impressions.

Some of the charts showed how Bulova's proportion of the watch business compared with that of leaders in other businesses last year. Anheuser-Busch, first in beer sales, for example, sold only 4% of the total. A & P did 10% of the retail grocery business, and Goodyear 10% of the rubber business. Socony-Vacuum sold 8% of the gasoline, and Metropolitan 25% of the life insurance. American Sugar Refining sold 25% of the sugar, United States Steel 35% of the steel, and General Motors 43% of the motor cars.

Bulova, on the other hand, the charts showed, sold *nearly half* of all popular-priced watches sold in the United States last year.

The men learned that Bulova's advertising expenditure is being increased 25% this year, to over \$2,000,000.

Magazines, such as *Collier's*, *Esquire*, *Life* and the *Saturday Evening Post*,

are being scheduled, and Bulova will run a newspaper campaign for the first time in several years. But at least three-fourths of the expenditure will continue to be in radio time signals.

Bulova estimates that "Bulova Watch Time" reached 28,400,000 radio homes—most of them hundreds of times each—last year. And this figure does not include listeners on the 6,000,000 auto radios. Or the portables.

The number of Bulova broadcasts in 1940—the number of broadcasts times the number of stations used for each—will be 293,095. This has increased rapidly in the last five years. In 1935 Bulova broadcasts totaled 55,480; in 1936, 75,555; 1937, 117,165; 1938, 212,065; 1939, 241,265.

Although Bulova will release no precise sales or sales increase figures, SM was told that the business has risen almost proportionately.

A pioneer in station-break time signals, Bulova consistently has widened its coverage. Its signals are now heard on 92% of the nation's 50,000-watt stations, and are heard exclusively on 83% of them, both day and night, not counting stations of lesser wattage.

CBS, Bulova said, has a total wattage of 952,600; NBC Red, 951,750, and NBC Blue, 327,800. The total of these three networks is thus 2,232,150. The wattage of the stations which



Bulova uses regularly is almost as large—1,923,750. This covers 173 stations from coast to coast.

In 1939, Bulova was the biggest spender in spot radio—twice as big as the No. 2 spender, Procter & Gamble.

It takes the sale of a lot of watches to make a \$2,000,000 advertising bill pay a profit. But Bulova has learned how to sell them.

The company, which the late Joseph Bulova founded, is about 65 years old. Until just after the World War it was merely another watch company. Then several things happened.

The wrist watch had been a rich man's toy. Bulova set out to popularize it. Watches were not aggressively advertised or merchandised. Bulova set out to spend, if possible, more money in national advertising than all its competitors combined, to take watches out of the luxury class and to attract prospects en masse for jewelers. And Bulova set out to get jewelers to display and talk and sell Bulova.

Although the national advertising, first in magazines and then in spot radio, became increasingly thorough and vigorous, the jewelers, and the relations of Bulova's sales representatives and executives with them, were equally important.

### How to Win Dealer-Friends

John H. Ballard, now 46, and president of Bulova, has "never had another job." To be sure he has not been president all his 30 years with the company. Starting as office boy, he has been salesman, sales manager, vice-president in charge of sales. But always his job has been to build good will for Bulova watches by helping the dealers sell more and more of them.

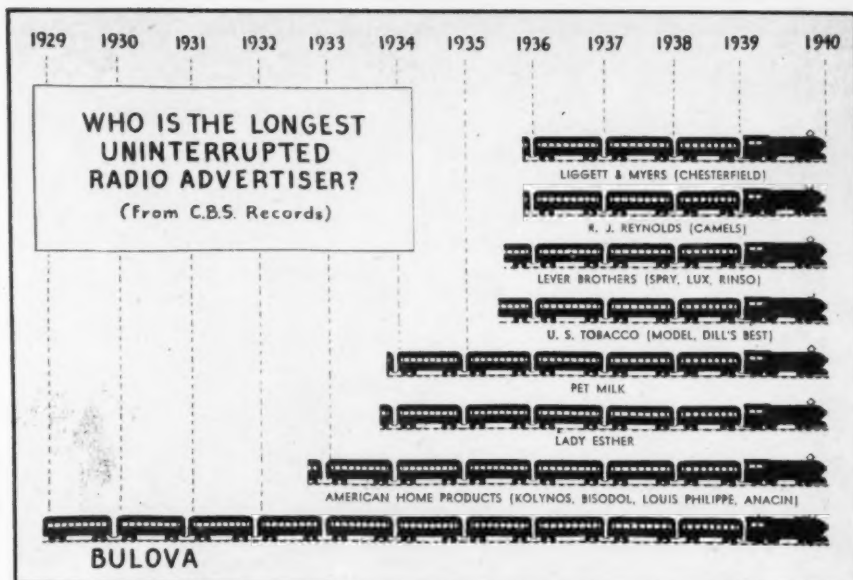
Of the 18,000 jewelers in the country, it is said that Mr. Ballard knows perhaps 10,000 of them personally. (Almost as much could be said of Sam Epstein, vice-president in charge of sales.) Mr. Ballard is still going out on the road to help the jewelers sell.

In addition to advertising and merchandising support, Bulova emphasizes fair policies and good product values.

This company sells *only* jewelers. But it does not sell *all* jewelers. To be an "authorized Bulova distributor," a jeweler must pay his bills, must not cut prices, and should cooperate with Bulova in merchandising.

The extent to which they cooperate may be indicated by the fact that for a single recent day for which a check-up was made—Thursday, December 21—Bulova paid a clipping service for literally *thousands* of ads in newspapers, placed by dealers at their own

FEBRUARY 15, 1940



### POWER ADDED TO POWER!

Bulova's total wattage actually dwarfs the great nationwide radio networks!

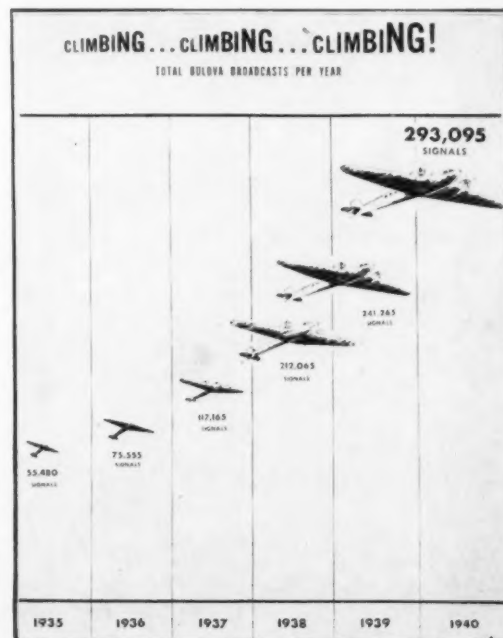
**BULOVA**  
1,923,750



In animated charts on a television screen, Bulova dramatized for its salesmen the "consistency" and "dominance" of its advertising. Above is its "consistency" record on networks.

This year, Bulova time signals will be heard on network stations with a combined wattage of nearly 2,000,000, or nearly nine-tenths of the total of the NBC Red and and Blue and CBS networks. With a coast-to-coast coverage of 173 stations, Bulova believes almost every radio listener in the United States will hear its announcements this year—most of them hundreds of times.

Bulova broadcasts per year—number of broadcasts times number of stations used—have increased more than 400% in the last five years. In 1940 the number of such "broadcasts" will average about 800 a day. From earliest morning, when children are hurried off to school by that relentless reminder and husbands spurred to catch the 8:05 . . . to bridge games broken up, furnaces fixed for the night and lovelorn young men started on their lingering farewells at the sound of a few words spoken by a radio announcer, America more and more is setting its clocks and living its life by "Bulova watch time."





"I said 'Girls, all we need to get the Happy Hour Club some *wonderful* publicity is to find out about the consumer movement and get one all our own right here in Pottstown!"



expense! And this is not exceptional.

Bulova's representatives are regarded by the company, and themselves, more as "territorial sales managers" than as salesmen. Most of them have been long with Bulova, and were in the jewelry trade or with other watch companies before that. Each is his own boss in his territory, with headquarters cooperating.

Bulova sells direct to jewelers. The men spend all their time selling them and helping them to sell. There are no sales quotas, nor sales contests. Mr. Ballard is familiar enough with the men and with the problems which they face individually to know when they are doing their best. He does not expect, for example, that a man in a largely rural territory should produce at par when the area has been hit by drought.

The men, on their part, do a lot of extra-curricular things to keep the jewellers functioning.

The owner of an eastern jewelry-store chain became ill a short time ago. The Bulova man went in and helped to manage the chain for him, in spare

time. He bought and sold not only Bulova watches but other merchandise. By applying Bulova merchandising methods, he increased the sales of *all* merchandise in the entire chain 30%.

A short while ago, Mr. Epstein went to Pittsburgh to help a jeweler get rid of a slow-moving stock of watches. Mr. Epstein worked out a special trade-in sale, along lines of the "trade in your old watch for a new Bulova," which Bulova itself has conducted nationally for 15 years.

Bulova does not engage in dealer co-operative advertising. It persuades the jewelers of the advantages of supporting the national campaign on their own. Bulova does, however, give dealers newspaper mats, window displays and other material, to bring the national campaigns to a local focus. Bulova also supplies stamped "mailing list" post-cards to dealers, but the dealers must pay for the stamps on them.

Bulova makes some capital of the fact that it is one of the four or five, among all the "popular" brands of watches on the market, which can boast

of American-made watches. It also emphasizes that it is one of the few manufacturers who produce the whole watch, including the case.

But it talks more of "value." One claim is that Bulova is the only American watch company to make a 21-jewel women's watch—the "Dolly Madison"—with a lifetime-guarantee case, to retail for \$39.75. . . . The difference between the \$1,000 His Excellency and the \$49.50 "American Eagle," says Bulova, is only one of case and "trimmings." Bulova can sell you a \$1,000 watch, but at least two-thirds of its unit volume is in the \$25-\$60 price range.

This company believes in developing something to talk about, and in not being bashful about the talking. It believes in seeing the merchandise through to more thousands of consumers each year, and is convinced that dealers will work *with* a company which works vigorously *for* them.

If you want to keep leadership, Bulova believes, you've got to think and work and promote harder each year.

# What will tomorrow's headlines be?



## *the Teletype will tell!*

BEHIND the headlines in your newspaper, reporting the swift drama of today's events, are thousands of words flashed to the news desk by Bell System Teletypewriter Service. And every word is transmitted instantly, *in writing*, exactly as dictated miles away.

Many other types of business find typing-by-wire vital to meeting today's demands. Its rapid, two-way connection provides a convenient channel for talking back and forth in type. Its auto-

matic reproduction of every word exchanged at all points of contact provides accurate records, with time-saving carbons for routing and filing.

By adapting teletypewriter service to your communication needs, you may effect surprising economies throughout your business. A Bell System representative will gladly explain the service to you. You can reach him easily through your local telephone office.



### **BELL SYSTEM TELETYPEWRITER SERVICE**

FEBRUARY 15, 1940

[ 27 ]



# Circulation Lingo That Distorts Values in an Advertising Medium

Our favorite space peddler takes "city zone" and "trading areas" for a much-needed airing.

BY BRASS E. TACKS

ONE of our papers suffers from a rather peculiar ailment. And while I don't like to bother you with our family problems, it may be that there's some sort of a moral involved.

The other day, we lost a piece of business. I wondered why. So, in the subtle way for which I am famous, I barged right over to the space buyer's office and said, "Joe, how come we didn't get that Mickey Finn Bourbon schedule?"

His reply was the usual "None of your (delete) (delete) business!"

But after a bit of wheedling, Joe came across. I'd made it pretty obvious that I wasn't going to leave until I got a good answer—our publisher is one of those birds who insist on a "reason"—unless we get the business, of course, in which case he doesn't give a (delete) how it was obtained.

Said Joe, "Well, it's a liquor, you know."

"Yeh—"

"And Alpha's a fairly close situation—"

"Uh-huh—"

"And urban families drink more liquor than rural families—"

"Yeh—"

"So, since the *Argus* leads in city zone circulation—"

"What?" I virtually shouted. "City zone figures? Is that the story?"

I wouldn't say Joe was contrite, but he did seem to be impressed by my outburst of righteous indignation. "Yes. Why?" he replied meekly.

Well, you could have knocked me over with a masthead. Such an angle! Imagine my reporting that to old TNT!

But I calmed down quickly. After all, it was largely my own fault. I should have gone deeper into this possibility during my solicitation. Our A.B.C. statement had been discussed. But because so many other points had to be covered, too, in those precious five minutes, I'd failed to knock out this possibility. And here it had returned to knock me out.

"Well," I said finally, after the gasping-for-breath period had eased

off, "is the order gone?—signed, sealed and plated?"

"Yep," he affirmed, "gone! I'm sorry. But why the high horse? Shouldn't I consider city zone figures?"

"Oh, perhaps when the difference is big enough to mean something. But when they're anyway close, no!"

"Why not? I don't getcha!"

"Well, Joe, consider this—" and then I went into my monologue.

"First, you're comparing an evening paper with a morning. The evening leads in city zone. Why? Because of the hundreds of suburban families buying their evening papers downtown and their morning papers out home.

"Take your own dear self, Joe. You live out in Jenkintown. You buy an *Inquirer* each morning. That sale is called 'trading area' by the A.B.C. And rightly so. How can they know that you're a Philadelphian on your way to work?

"Then, each evening, you buy a *Ledger*. But now, the same guy in the same pants, you're 'city zone'—because, again, the A.B.C. can't hope to trace copies to their destinations. Their job is simply to report where the purchase occurs. They don't care if you carry the paper off to Europe. You're still 'city zone' to them—along with a flock of hotel transients who buy evening papers just to see who's down at the Troc this week.

"Eventually, the *Ledger* gets into your living room. And there it rests—on the floor—right on top of the *Inquirer* that came in 12 hours earlier. They're both in the same spot, reaching exactly the same people. But because the A.B.C. isn't omniscient, one's called 'trading area' and the other 'city zone.'

"On the statements, you'll look like two people in two places. But you aren't! You're just one anchored outfit. And what can the A.B.C., wonderful as it is, do about it?

"And you're just typical of thousands of commuters, Joe. Then add to your Jenkintown group the Jersey people, the Delaware people and the surge through Montgomery, Chester, Delaware and Bucks counties. This is

a big city. We've one and a half million people called 'trading area.'

"You and your brother commuters, Joe, are big business. Collectively, you probably influence over 50,000 circulation. And to the A.B.C., you may be 50,000 'trading area' or 50,000 'city zone'—or a little of each.

"Yet no one dares to call you rural, Joe. I know how you live. You've two cars; a nice, detached, stone house; you entertain frequently and well; you're definitely urban. In fact, you're more urban than some downtown families. Your tastes are higher because of background and culture.

"Consider the families of the Kensington, Point Breeze and Southwark neighborhoods. They'd look rural beside you. They make their own soap. Entertainment means church socials. Cocktail olives?—tomato juice?—pancake flour?—cigars?—Mickey Finn Bourbon?—they just ignore them!

"They're not in the market. These items that you and I buy so casually, to them definitely are luxuries. Their standards don't include them.

## Black-jack, Not Yardstick

"I'm not trying to be philosophical, Joe. I'm just pointing out that the 'trading area' versus 'city zone' thing means very little. It certainly doesn't indicate liquor-consuming habits.

"In total circulation, our *Alpha Advance* leads by 3,000. That's the only circulation figure that means much. Even our 'mail' figure means little because we reach families by 'mail' in the morning that the *Argus* has to cover by 'motor route' in the evening. Some of these families are only six miles from city hall. So 'mail' doesn't necessarily mean rural. We always use 'mail' when it's cheaper.

"As you know, we have one plant in town that employs around 3,500 workers. Think of that morning migration. Their parking lot will hold over 500 cars.

"Our competitor's 'city zone' lead is only 400 copies. That one plant could account for the entire difference. And if you'll add the two other big plants and the ten little ones, you'll see quickly how little 'city zone' means. Lots of our best workers buy cars and move out a few miles. Why shouldn't they?

"Our *Advance* leads in almost everything—the total circulation, milline rate, liquor lineage, retail liquor store lineage—maybe even in city zone families covered. Who knows? Yet you pick the *Argus* because 'their A.B.C. city zone figure is 400 higher.'

"Joe, for shame!"



Out of this rubber compound, containing 13 secret ingredients, will be made washers which outlast steel in oil well pumps.

## How We Put Over a Product Whose Price Was "Ten Times Too High"

People were used to paying a penny for a washer. Then along came the Kirkhill Rubber Co. with a washer priced at a dime. "Robbery!" screamed the jobbers, "What is it—jewelry?" . . . Yet "Pignose" is now known from coast to coast and that one product has acted as a trail blazer for many other items in the line.

BY KIRK HILL  
President, Kirkhill Rubber Co.,  
Los Angeles

ONE day in 1925 an oil company executive brought us a worn-out rubber piston ring, and asked, "Can you make anything better? These rings stand up only a few days, and shut-downs for piston ring replacements are mighty expensive."

That was when we began to "go national," really, although we never dreamed of it at the time.

This ring came out of a slush pump, used in drilling oil wells. At 5,000 feet it had to stand 6,000 pounds pressure and a temperature not far below boiling. Also, the pump had to handle water containing sand and gravel.

No rubber ring made up to that

time had ever lasted more than a few days, and oil wells were going deeper, and encountering greater pressures and higher temperatures.

We experimented, and a secret compound was worked out, containing 13 ingredients, which stood up so well that a piston ring outlasted the steel pump cylinder.

We knew this piston ring compound must be good for other things, too, and so we tried it for faucet washers, those little rubber rings you buy for a penny at the five-and-ten—and which give plumbers a lot of trouble.

You may not believe it, but the plumber doesn't make money on the job of replacing washers on taps. Such calls are a nuisance.

Some of the plumbers around Los Angeles tried faucet washers made of our slush pump compound, and found them so much better than ordinary rings that they paid the higher price we asked for them. When a tap was made tight with one of these rings, it stayed tight for months, and even years.

We called these rings "Pignose," because a pig's nose never wears out, and in a little while they were selling in Los Angeles without advertising or special sales effort.

Then we made a toilet tank ball of this compound, and it lasted just as well. Tank balls are another plumber's headache, and once the trade discovered these Pignose balls, they built up their own market.

Our business then was mostly making rubber parts for manufacturers of oil equipment, automobiles, machinery, farm implements, aircraft, etc. Also, we developed special rubber articles for customers with ideas but not enough business to warrant having a factory.

Prize-fighters protect their teeth with rubber mouthpieces, which you often hear about in fight broadcasts. We make them. California tuna fishermen now use rubber flying fish and squid for bait, a great saving over live bait. We make them. Folding beds have rubber feet, and workmen on concrete





Kirk Hill, seated at right, conferring with five of Kirkhill Rubber Co.'s 200 employees, lost his job in 1919 when a Los Angeles rubber firm failed. Rubber heels in fancy boxes had been the defunct company's main product. Mr. Hill believed that shoe repair shops ought to buy the heels in bulk, by the pound, and save the cost of boxes. He secured a little hand-operated machinery and started in business for himself along that line. It was a long and rocky road. Often he drummed up rubber heel orders Wednesday, made the goods Thursday, delivered and collected Friday—just in time to meet the Saturday payroll of three employees. Today the company which he heads makes over 8,000 items in rubber. Faucet washers are merely one item in one department. Bulk of the business is rubber for other manufacturers.

jobs wear steel-and-rubber insoles in their boots to protect them against nails. We make these, and hundreds of other interesting specialties.

Thus we had a line of plumbing supplies, including ordinary faucet washers and tank balls, and also made supplies for the hardware, auto accessory, drug, office supply and other trades. All of which were sold only through jobbers, and largely as a price proposition. We were the only manufacturer on the Pacific Coast, and had advantages over eastern manufacturers in deliveries and transportation costs.

Our business was entirely local, and there seemed to be no good reason why we should want a national business, with its keener competition.

Nevertheless, we saw advantages in going national, and the little rubber faucet washer got us started.

Pignose was soon making friends outside our regular market. Plumbers told their cousins about them in distant places, and we got orders from far off, which we turned over to our home jobbers to fill.

One of our salesmen, Jim Holm, got interested in these distant customers. He believed that he could place Pignose in eastern jobbing centers, and that it would make its own market by making friends, as it did around home.

Jim was a high school boy who had come to work in our factory as soon as he graduated. He started as a press operator, became interested in selling,

tried his hand at it, made good—and now he was undertaking to advise us about managing our business. Formally, he is today James P. Holm, vice-president in charge of sales, merchandising division.

Jim proposed a sales trip for himself, and we didn't question his ability, but there were hesitations.

How about packaging that would help dealers display the products?

Our package was just a pasteboard box, to hold a hundred washers together, like other manufacturers' packages. It was all right around home, where people knew us. But it wasn't anything to put on a counter.

So we got up our first counter display, and it was pretty crude. Fifty assorted size washers were put on a card, like buttons, with a little talk about their lasting quality. The price was ten cents, or three for a quarter.

The price, though, shocked the jobber who saw it for the first time, because he was accustomed to selling washers for 50 cents a hundred.

"That isn't plumbing, it's jewelry!" said one supply buyer, when Jim told him the trade price, \$3 a hundred.

Another buyer declared that he would have to be convinced of the lasting quality. He had a rough-seated shower bath faucet at home. It wore out a washer in a week. Whenever a new washer appeared, he tried it out. Jim gave him one Pignose washer, and called back in six months—for he was covering the east all alone. That

washer was still tight. The buyer placed a small order. Today his company sells Pignose washers by the tens of thousands, while the buyer who thought it was jewelry leads all others in sales, 250,000 washers a year.

In the plumbing jobber set-up we found a situation that was peculiarly helpful in getting started on national distribution. It still exists. The plumber who comes to fix your faucet buy his supplies from two different types of jobber.

First, there is the regular jobber, who sells standard supplies—bathtubs, toilets, hot water heaters, brassware and the like. Everybody knows that the house handling standard goods has little time or margin to promote the sale of any single article, particularly one that is new and unknown.

"Go out and get a reputation for your product," says this kind of jobber, "and when we have calls for it we'll be glad to carry a stock."

Second, there is the specialty jobber, who concentrates on new things—colored toilet seats, glass shower doors and so on. He spends money to do the sales work necessary to introduce new products in his territory, because his business depends on building up a following and getting repeat orders.

It was the specialty jobber who gave us our start in national distribution, because he could afford to stock Pignose and do the introductory work.

But we had something for the regular jobber, too. He carried ordinary faucet washers and tank balls, bought and sold on price, and we had a price line of ordinary goods capable of competing with others. When we went national, we designed a special selection of price goods for the regular jobber.

## Additions to Round Out Line

The cheapest faucet washer is stamped out of sheet rubber, and has a tendency to curl up at the edges. It is not as tight as a perfectly flat washer.

The better grade of washer, made by molding the rubber, is flat and tight, but costs more to manufacture, and so brings a higher price.

We worked out a different process for making washers of sheet rubber, so they were flat and tight, yet could be sold in competition with stamped washers. We also improved our molded washers.

Thus, we could sell Pignose to the specialty jobber, and a better line of standard washers to the regular jobber.

For several years our national distribution was taken care of by one

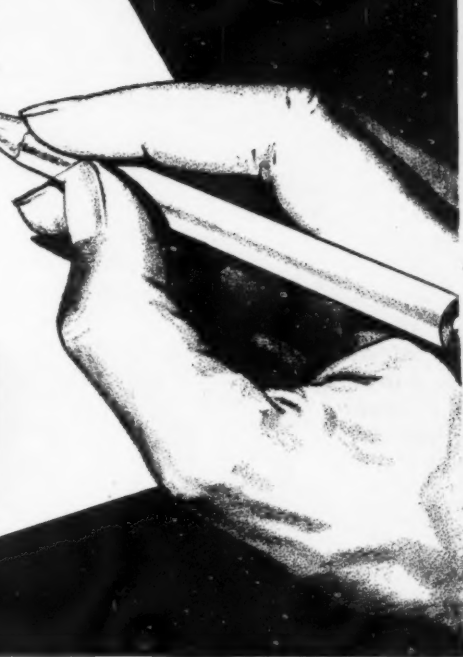


# You MAKE SALES

JONES MANUFACTURING CO.  
*Shreevesport, Iowa*

W. L. JONES ... President  
A. L. BROWN ... Vice President  
GEORGE SMITH ... General Mgr.  
H. G. HUNT ... Factory Supt  
G. R. MONROE ... Chief Engr.

... WHEN THIS HAND  
GOES TO WORK FOR YOU!



This is the hand of an industrial distributor's salesman. Out of the list of names and titles that constitute a typical manufacturer's organization, this salesman has checked but two — *the names of the men in that organization who really hold the reins of specifying and buying.* How does he know? He calls on this plant weekly. He's long since determined who the real buying and specifying authorities are.

How does this help you? It permits your industrial advertising to reach those two key men, and reach them without waste circulation to others in the plant. Because distributors pay

to have Mill & Factory sent to over 23,000 industrial buying authorities each month — by personal copy, right to their desks.

Is this unique publication in the place on your list which it deserves? Conover-Mast Corporation, 205 East 42nd Street, New York City; 333 North Michigan Avenue, Chicago.

## MILL & FACTORY

A Conover-Mast Publication

Advertising Offices: NEW YORK — 205 E. 42nd Street CHICAGO — 333 N. Michigan Avenue

**15% To 20% Of Industry's Key Men Shift Every Year**



**Mill & Factory Covers Today's Buyers --- Not Yesterday's**

salesman, Jim Holm, who got around to the principal jobbing centers two or three times a year, with Pignose for the specialty jobber and our improved standard line for the regular jobber.

Then these two lines began to come together. Regular jobbers got calls for Pignose, and began to stock it as a standard item.

By 1936, our eastern sales were large enough to encourage the opening of a branch house, with a manager to take care of business over a wide territory. We selected Dallas as the starting point. Today, we have branches with resident managers in Dallas, Chicago and Philadelphia.

When Pignose began to gain volume, we ran into a price maintenance problem. Two kinds of quantity buyer developed—the jobber who had built up a good sale, and the manufacturer of new plumbing fixtures, who adopted Pignose for its quality, and could use large quantities.

Such buyers are accustomed to asking for lower prices, and in most cases get them, and of course they asked us.

However, we pointed out the advantages to the jobber of an article that sold steadily on the merit users found in it, and of being protected by our uniform price to everybody, large or small buyers. Also, that we make no sales to large retailers, because the jobber was entitled to protection for his work in building up our national distribution.

The only exception to this trade structure was the manufacturer of plumbing fixtures, who put Pignose into his new faucets and toilets, and this was not competition, but consumer education beneficial to the jobbing trade.

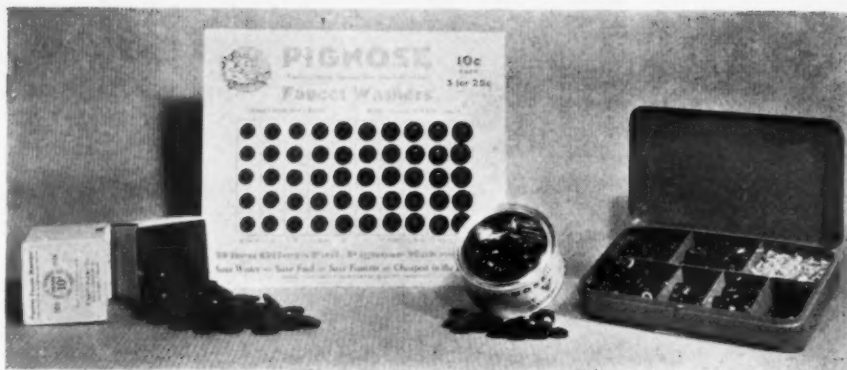
### Customers Eventually Applaud

One large manufacturer had adopted Pignose because, he said, it was the only rubber he had ever found that equaled the quality of his fixtures. He asked for a quantity price.

We explained to him that this was the cheapest rubber he could buy, measured in service, and that our one price would apply to him as well as anyone else, regardless of the quantity he bought. He couldn't see our point, and went away without placing an order.

Did we lose a good customer by sticking to our policy? No, a few days later he wired us a big order, and has been buying ever since.

In the heat of a price argument both sides may grow stubborn, but we simply state our policy and remind the jobber that we have a complete line of standard plumbing rubber to meet



Pignose package progress story: First a pasteboard box, then a card with 50 washers fastened on it, next an air-tight tin can, and finally a tool kit with 200 assorted washers and bibbs that makes buyer say, "Pretty smart! I'll take it."

price competition. With practically no exceptions, our customers see the wisdom of our policy, after they have had time to think it over.

It took a long time to work out a satisfactory counter display. Faucet washers and tank balls are only one item in 10,000 that the retail dealer sells. They do not run into enough volume to warrant consumer advertising. And they have to fight for counter display.

But we had something that made friends as fast as people discovered its wearing quality. The problem was to help the greatest number of people discover it in the shortest possible time. For that a counter display seemed to be most effective.

Our display card with 50 washers looked well when it left the factory, but after the dealer had sold a few washers, it looked ragged.

Next, we adopted a friction-top tin can, which had no display value, but made a hit with dealers because it was air-tight, and kept the rubber soft by preventing oxidation. We put 100 washers in a tin, all one size for the large dealer, and assorted sizes for the smaller store and the plumber.

This brought a criticism—it was necessary to hunt through the assorted tin for the right washer, and maybe the desired size was sold out.

So, we developed our latest package, a handy tool kit, an enameled steel box with six compartments, holding 200 washers of ten different sizes, with one gross of bibb screws to match.

With this kit, the right washer is found immediately, often-used sizes can be replenished before they run out, and there are some advantages not found in our previous packages.

First, it keeps the dealer's stock in shape, and enables him to hand out the right washer quickly. Second, it has counter display value, because it bears printed matter telling the Pignose story. The tale of the little pig

whose nose never wears out, and the slush pump, has been a fixture in our catalog for a dozen years. Third, the kit is a good tool box when empty, and customers who use a large number of washers often buy it complete. It weighs less than two pounds, full, and slips into the mechanic's overall pocket.

Tank balls are put up in counter boxes holding one dozen, each wrapped in moisture-proof paper to prevent oxidation, and the story is on the box. We have counter boxes, too, for our other plumbing rubber, which is sold under different brands.

Packages and brands are an advantage even for price goods competing with unbranded goods, because purchasers get acquainted with the trade names, while the unbranded goods are bought here, there and everywhere, none of them establishing itself with the trade.

Picture in your mind two different customers—Mrs. Penny and Mr. Dime.

Mrs. Penny buys faucet washers for a cent apiece. They give short service, but that doesn't bother her, because they cost only a cent. Her trade is enormous. If you want it, you must figure closely on price.

Mr. Dime buys penny washers but gets tired of replacing them, and wonders if there isn't something more durable. One day, he discovers that there is—at ten cents. Well, he gambles a dime, and discovers that the washer is worth it, and the penny washer is out permanently with him.

There are millions of Mrs. Pennys, and only hundreds of Mr. Dimes. It takes a long time to build your reputation with Mr. Dime. But it can be done. Meanwhile, why not keep on selling to Mrs. Penny too?

That is the way we have shaped up our national business on products that go through the jobbing trade to the consumer.



# Double Action for your Advertising!

## It's Almost Too Good to Be True!!



"YOUR story *sounds* almost too good to be true!" ... That's a challenge, sometimes invited by The American Weekly's claim that an advertiser gets *double* action for his money when he tells his story in this magazine.

Here are the hard, cold facts. The American Weekly reaches *more* people, in *more* income levels, than any other magazine. And if *that* sounds almost too good to be true, these supporting facts make it sound even better:

More than half of the 6,050,000\* non-relief families in the United States with incomes of more than \$2,000 read The American Weekly. That's almost *twice* the number reached by any other magazine.

Of the 19,000,000\* non-relief families with incomes of less than \$2,000, 3½ million read The American Weekly. That's more than *twice* the number reached by any other magazine.

These 19,000,000 own more automobiles, buy more food than the higher group, and own about half of all the electric refrigerators.

THE AMERICAN WEEKLY does a *double* job in not only reaching the families where the *wealth* is greatest but in reaching the families where the retail buying *volume* is biggest!

### Still Wondering?

But on top of all that, there's another phase of The American Weekly's matchless buyer-responsiveness that sometimes gets the "too good to be true" reaction—and that's this:

The American Weekly reaches not only the *largest* buying market in the world but it concentrates its circulation in those urban places where 82% of all retail sales in the United States are made.

It goes to twice as many families as any other magazine in cities of over 1,500,000 population

— in cities of 100,000 to 1,500,000 — in cities of 25,000 to 100,000. And it is read by more families in cities of 2,500 to 25,000 than any other magazine.

Which means that The American Weekly checks and *double* checks the markets where most goods are bought.

### How About It Now?

Just two more facts about The American Weekly that will help clear up the "too good to be true" question:

- 1—Following a year's readership study, Dr. Daniel Starch, noted research authority, finds that one or more adults turn to The American Weekly in 95.6% of all homes where this magazine was found. And that its total adult readership is double that of any other magazine checked.
- 2—Finally, The American Weekly's BIG COLOR PAGE is not only *twice* as big as any other magazine page, but it costs those who use it *less* than ½ cent per family reached.

It's easy to see that double action from advertising is NOT too good to be true — not when it refers to the double action of the responsive readership of The American Weekly.

\*Consumer Incomes in U. S.—Non-Relief Families Only.



### Cock-A-Doodle-Do!

1940 started auspiciously with a large increase in January, over January of last year, in volume of orders secured for advertising to be published in The American Weekly!

# THE AMERICAN WEEKLY

"The National Magazine with Local Influence"

MAIN OFFICE: 959 EIGHTH AVENUE, NEW YORK CITY





## INTRODUCE A NEW "MISS SPOKANE"

For many years the Spokane Area has been identified with the figure of a charming young woman in Indian garb. The first, and up to 1939, the only Miss Spokane was Miss Margaret Motie, who has married and whose scepter was graciously passed on to a new Miss Spokane at impressive ceremonies last autumn when Spokane celebrated Washington's 50 years of statehood. Today Miss Catherine Betts, whose picture is presented herewith, typifies the beauty and modernity of Spokane,



1939 payroll at Grand Coulee dam (pictured above) is given by government engineers as \$9,818,431.57. Gain over 1938, 42.6%.



The Spokane area is one of the nation's greatest mineral producers—1939 mining dividends 9.8% ahead of 1938. At left, zinc plant, Kellogg, Idaho.

Spokane bank deposits, October call, were \$86,958,551 in 1939—Gain over 1938, 26.1%. Below, scene in a Spokane bank.



# THE SPOKESMAN-REVIEW

MORNING

SUNDAY

**SPOKANE,  
COMBINED DAILY CIRCULATION**

Advertising Representatives — JOHN B. WOODWARD, Inc. — New York — Chicago — Detroit — Los Angeles — San Francisco

# CHALKING UP NEW RECORDS IN THE SPOKANE AREA!

while her Indian costume suggests the traditions of a city which was a crude trading post in 1872.

The new Miss Spokane begins her reign under auspicious conditions. In a score of lines Spokane is going ahead at a rapid clip. Pictured herewith are some of the new records which have been chalked up in 1939—Basic conditions responsible for these records are continuing into the New Year, good reason to spot the Spokane market in 1940.

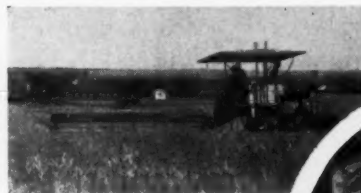
1939 was a big year in building in Spokane. Total value permits 1st 10 months, \$3,699,256—an up of 13.6%—New Centennial mill at right.

With as many automobiles as San Francisco, the Spokane area bought 36.9% more cars in 1939 than in the previous year. 1940 Model below.



Farm income the first 9 months of 1939 beat the same months in 1938 by 9.3%. Right, combine harvester near Waterville, Wash.

Spokane department store sales October 1939 were 8% over 1938—first 10 months 4% ahead. Right, in a Riverside Avenue store.



Motor truck salesmen chalked up new records in the Spokane area in 1939—Sales first 10 months were 13.2% ahead of 1938.



Figures for first 41 weeks of 1939 showed lumber output 17.4% ahead of the same period in 1938. Above Potlatch Forests logging operations.

## Spokane Daily Chronicle

EVENING

WASHINGTON

116,000.... AN ALL TIME HIGH!

Color Representatives — Sunday Spokesman-Review Magazine and Comic Sections — Newspaper Groups, Inc.

Mention of the source is the only permission required to quote from the . . .



When you make your first trip to Havana, they will take you in a small launch to the middle of the harbor, stop the engine, and tell you solemnly that it was here the battleship *Maine* was sunk on February 15, 1898. That would be 42 years ago today.

Since then, Neptune or Davy Jones or whoever it is in charge of sea-bottoms has seen many other good ships come spiralling down. Remember when "scuttle" was the name of a coal-bucket?

"Scuttle" leads phonetically to "sculptor" and we have the sculptor's version: "With mallets toward all." Pretty silly.

Dale Carnegie, battling for Lowell Thomas, enunciates "eight . . . billion . . . dollars" in a way to send a shiver through the most callous New Dealer. The only slogan a conservative candidate for President will need in this election year is the archaic word, "economy."

To dispose of politics for the well-known nonce, there was a picture of Tom Dewey in *Life* which may inspire many a wisecrack. It shows New York's favorite son on a Michigan farm where he worked as a boy. Over-shadowing Mr. Dewey in the foreground is the rear end of a horse!

WOR's Joe Creamer thinks "Every Knox a Boost" would be dandy for the current Knox Gelatine campaign plugging the energy angle.

The more the FTC cracks down on phony claims in advertising, the better it will be for all of us who are dedicated to advertising as a business force. Remember what Mr. Lincoln said about fooling some of the people and so forth.

Chain-store version of a best seller: "Cash is the Word for Carry."

Place-name for the stratosphere: "Smothering Heights."

Percy Whiting, himself a sales manager of no mean ability, says the Ford Machinery Corp., of San Jose, Cal.,

has a sales manager named Ogden Sells. "That's as it *should* be," comments Mr. Whiting. "Usually they sit around and let the salesman do it."

Government Economy Note: The annual report of the federal alcohol commissioner is typed on both sides of the paper.

Add similes: "As practical as a celluloid ash-tray."

I never could see the sense of abbreviating "John" as "Jno.," as our grandfathers used to do.

Advance tip to the *New Yorker*, which likes to be informed on such matters: April 17 to 27 will be National Self-Service Food Week.

In this neurotic age, my idea of a "high-tension wire" is the telephone line over which two full-grown business men scream at each other, until the receiver vibrates like a public address system.

When a man is called on the carpet, you might say that he has to "kiss the poise good-bye."

Slogan for the Viking Freight Co.: "UNcommon Carriers."

What is it about a hotel porter that makes him refuse to put the trunk in your room until you are there personally to receive it? It couldn't be the two-bit tip, surely. The heck it couldn't!

A shortage of gasoline abroad has set England to experimenting with illuminating gas. Well, there's no fuel like an old fuel, we always say.

Aside to the editor of the *E. W. Smith Co. Financial Review*: When you refer to du Pont's Neoprene as "synthetic," you're sticking your neck out.

Business in general could profit by imitating the smooth, clock-like efficiency of the big-city undertakers.

"If you are willing to eat breakfast a little early . . . if you want lunch or

dinner early, or can wait till the main rush is over . . . we make it worth your while," says a little folder distributed on P. R. R. trains. There's always a sales-idea if you just dig for it.

A Baltimore taxi-driver is responsible for this one: "He couldn't fight his way out of a paper bag!"

Among advertisers, there is apparently a great misconception as to what constitutes a slogan. They confuse simple, run-of-mine headlines with slogans, which should have a certain lilt or alliteration or epigrammatic quality. For example, "Say It with Flowers" is a slogan and an excellent one, while "Flowers for Every Occasion" is a headline. And a dull one.

George Drake, Chicago copywriter, won the Cowles Stations contest with the line: "America's Money Belt." None of us contestants will feel too badly about the judges' choice.

I often wish Mr. Edison might have done something about the static electricity generated by walking on a deep-pile rug in cold weather. It invariably makes me mad when a spark from something metallic gives me a surprise nip the instant my hand makes contact.

You can send 50 cents to the Superintendent of Documents, National Resources Committee, Washington, and get a 195-page volume charting consumer expenditures in the U. S.

Why is it that water from a bathroom-tap never tastes as good as the same water drawn from the kitchen and placed in a silver pitcher?

Beau Beals quotes Jack McPherson as saying that marriage is more than a double bed with four legs on it.

"I write my own speeches," says Republican contender, Robert A. Taft. Don't ever let Dale Carnegie hear you say you *write* a speech, Bob.

Laux Sales Co., Seattle, says of its Laux Glue: "Confidentially, it sticks!" Incidentally, this company has a series of mailing-cards that are honeys.

In Washington the other day, I saw a traveling van, painted in circus colors: "Hermann, the Magician."

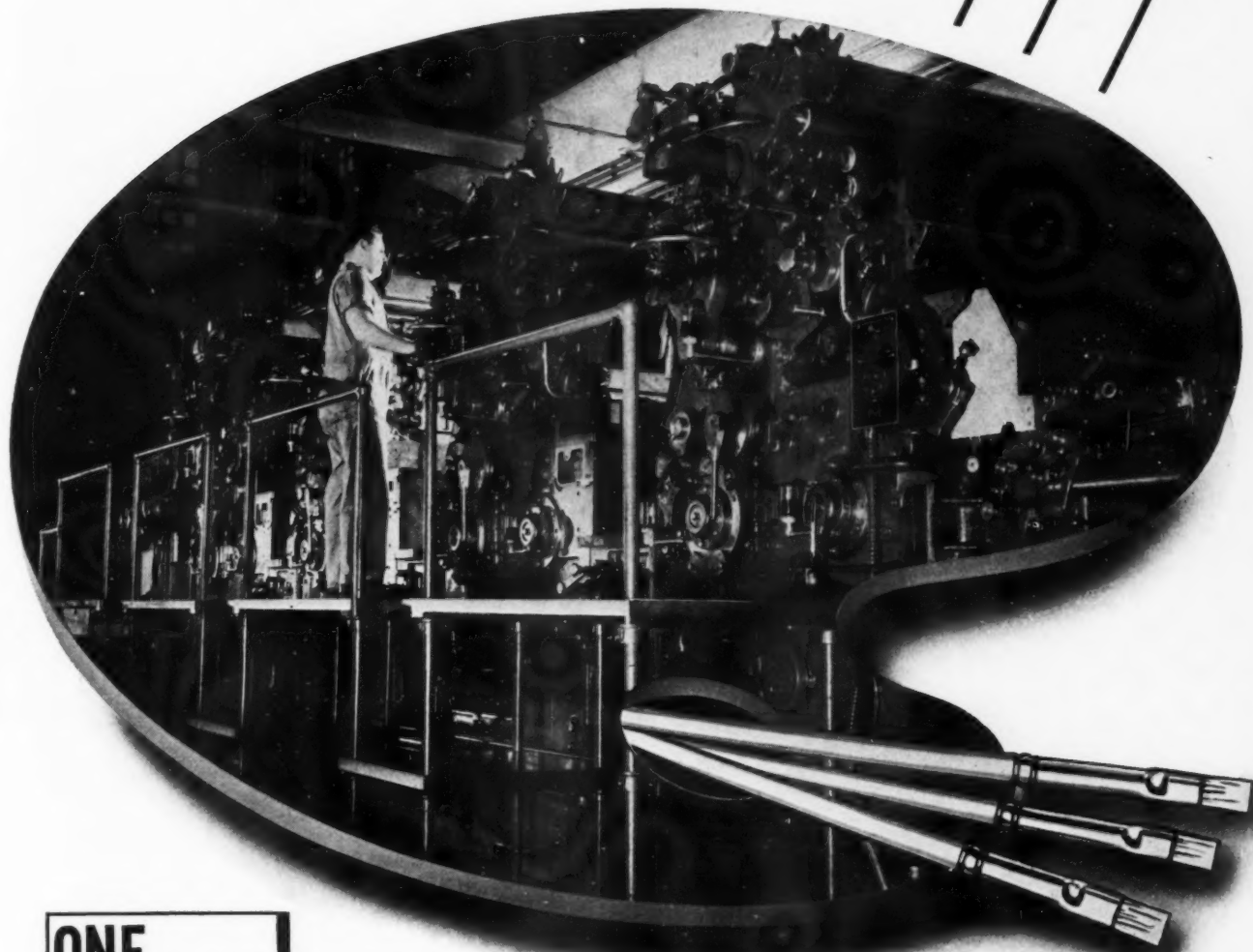
At Ft. Knox, Uncle Sam doesn't know his assets from a hoard in the ground.

T. HARRY THOMPSON

SALES MANAGEMENT



# Consummation of *Creative Lithography*



**ONE** OF MANY  
GIANT PRECISION  
OFFSET PRESSES AT  
FORBES FOR QUALITY  
PRODUCTION OF . . .

DISPLAYS  
POSTERS  
BOOKLETS  
FOLDERS  
PACKAGE INSERTS  
CARTONS  
LABELS  
WRAPPERS  
CALENDARS  
BUSINESS  
STATIONERY  
PRINTED CELLULOSE

There's no HOCUS-POCUS about FORBES' creations and productions . . . just a happy, sound and common sense blending of brains, merchandising experience, craftsmanship and pride of quality accomplishment. Join the imposing line-up of successful FORBES clients NOW.

**FORBES**  **LITHOGRAPH CO.**  
P. O. BOX 513 • BOSTON  
NEW YORK CHICAGO CLEVELAND ROCHESTER DETROIT



**A**ctually, it wasn't just *an* apple, but a lot of them . . . the cast of a scientific drama at Beltsville, Maryland, last July.

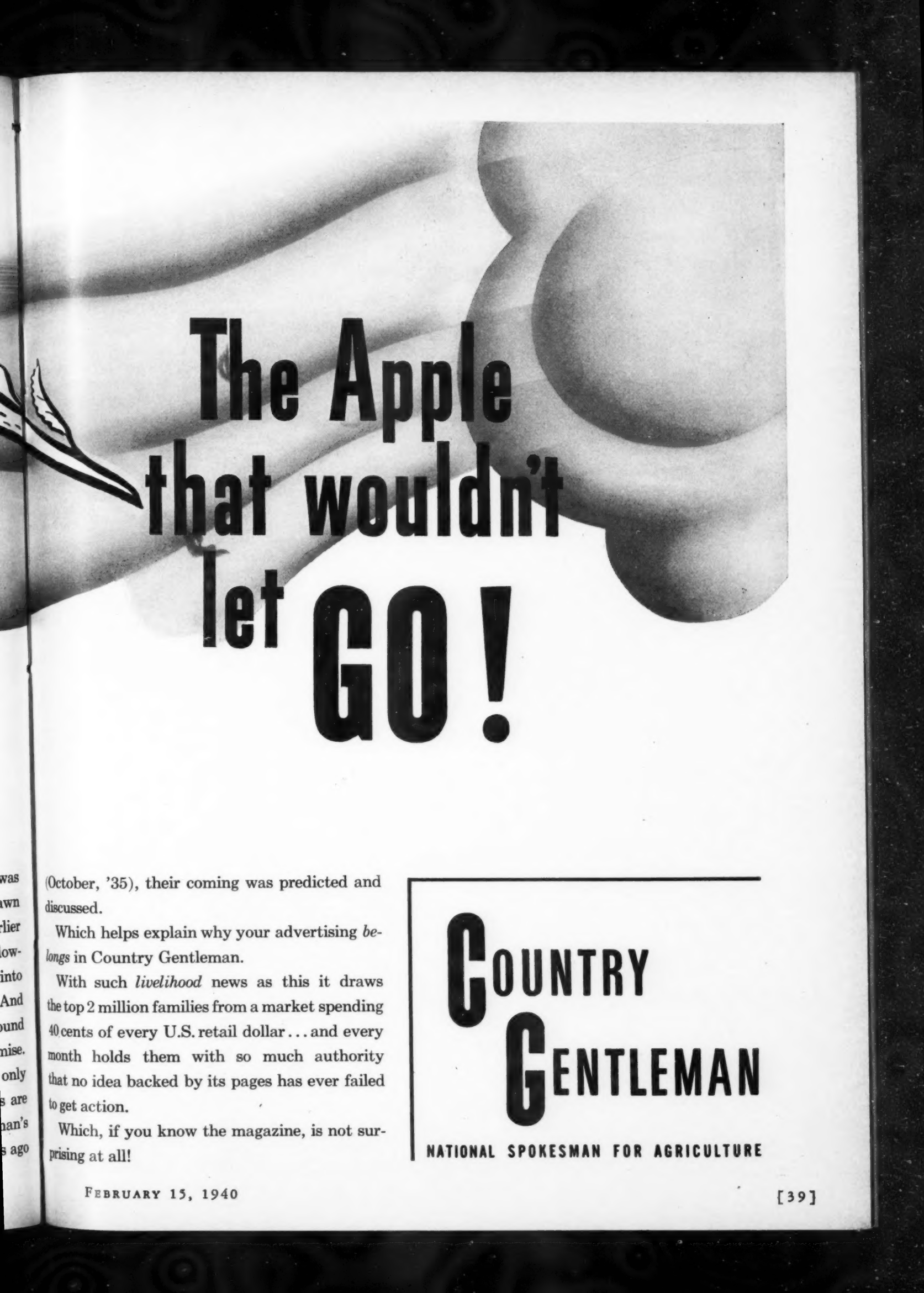
A test was on to see if apple trees sprayed with the magic new "growth substance" chemicals would quit dropping too many apples before they were ready to pick.

The result? . . . While unsprayed trees dropped up to 98.5% of their fruit, their sprayed neighbors dropped as little as 1.5% of theirs . . . the rest just wouldn't let go!

Now . . . add to this still more "growth sub-

stance" tests in which peach tree budding was delayed well past dangerous late frosts . . . lawn grass grew hardier . . . tomato plants bore earlier and nearly doubled their yield . . . and the slow-growing Shipmast Locust was transformed into a fast-growing, easy-to-transplant tree . . . And you can see that modern agriculture has found another scientific giant of tremendous promise.

Of course, "growth substance" magic is only in its beginnings . . . but those beginnings are told in fascinating detail in *Country Gentleman's* January issue. And back of that, four years ago



# The Apple that wouldn't let GO!

(October, '35), their coming was predicted and discussed.

Which helps explain why your advertising belongs in Country Gentleman.

With such *livelihood* news as this it draws the top 2 million families from a market spending 40 cents of every U.S. retail dollar... and every month holds them with so much authority that no idea backed by its pages has ever failed to get action.

Which, if you know the magazine, is not surprising at all!

## COUNTRY GENTLEMAN

NATIONAL SPOKESMAN FOR AGRICULTURE





## Scant Coverage has its place . . . But—

For a real selling job in the prosperous Southern New England market you need the kind of thorough coverage no other station delivers so effectively as WTIC. In our primary area alone WTIC is an established listening habit with 1,863,570 people — more than live in Cleveland and St. Louis *together*. Their per capita retail sales continue to top the

national average consistently by nearly 40%. What's more, the records show still another 1,700,000 people outside our immediate coverage area who rank WTIC at the top of their list of real neighbors. Put our 50,000 Watts to work for you — to do a thorough selling job not in Hartford alone, but in all of Southern New England as well.

# WTIC

50,000  
WATTS

**A "MUST" FOR A BIG JOB IN THE BIG SOUTHERN NEW ENGLAND MARKET**

The Travelers Broadcasting Service Corporation, Member NBC Red Network and Yankee Network  
Representatives: Weed & Company, New York, Chicago, Detroit, San Francisco





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# Marketing

## PICTOGRAPHS

Planned by Philip Salisbury,  
Executive Editor, and designed  
by The Chartmakers, Inc.

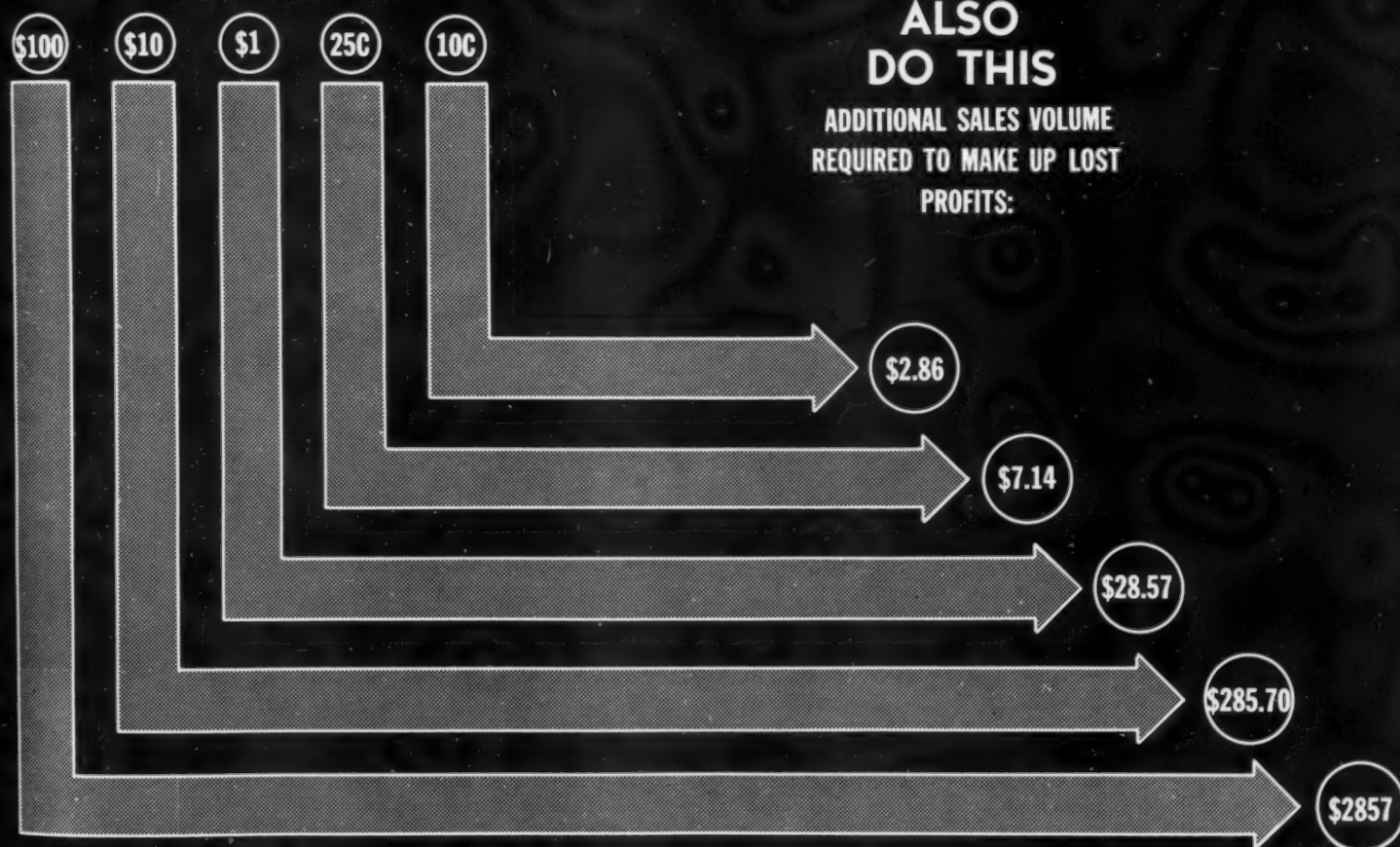
### "PENNY SAVED, PENNY EARNED" GIVEN NEW TWIST

A study made by McKesson & Robbins dramatizes what a careless employee may do, not only to destroy the profit on the merchandise he handles, but the profits on many orders handled by others.

In that company's business, for example, the use of 200 sheets of typewriter carbon where 100 sheets would suffice would absorb the net profit on a \$50 order; to get back the cost of a \$10 item of unnecessary sales travel the salesman would have to book an order for an additional \$285.70.

#### IF YOU DO THIS

UNNECESSARY EXPENDITURES, WASTES,  
OR LOSSES, AMOUNTING TO:



#### YOU MUST ALSO DO THIS

ADDITIONAL SALES VOLUME  
REQUIRED TO MAKE UP LOST  
PROFITS:

The time consumed by a staff meeting of the Birmingham wholesale house called to explain the problem pictured above cost the branch the profit on a volume of approximately \$850, or the orders from one of their best customers for an entire month! However, they expect to get it back with a big dividend.

## HOW OLD IS YOUR CUSTOMER?

Women Buyers by Age Groups... Showing Ages at which Sales of various Classifications of Toilet Goods Reach their Peak



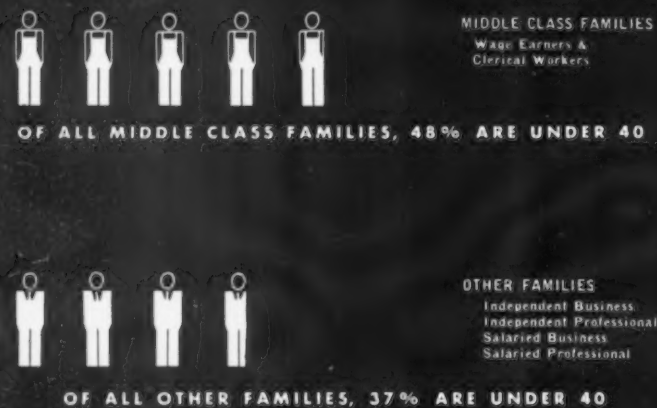
ADGRAPH BY  
MODERN MAGAZINES

Toilet goods purchasing peaks in the under 30 ages for most products. The above analysis tells an old, old story — that young women, living the active, romantic years of life, are the great cosmetic consumers. Glamour, to a young woman, is an active problem... being beautiful is a primary daily consideration. The market of 30 minus women is a plus market for toilet goods.

Source: Modern Magazines  
9th Survey of Beauty

## "MIDDLE CLASS" FAMILIES ARE YOUNGER

Distribution of Male Heads of Families by Type of Occupation



The middle class section of the U. S. market consists of younger families as compared with the rest of the market. This is another reason why the youthful appeal of Modern Magazines helps produce concentrated coverage in this mighty "Middle Class Market."

ADGRAPH BY Source: U. S. Department of Agriculture  
MODERN MAGAZINES Miscellaneous Publication No. 339

## YOUR BEST CUSTOMER IS A YOUNG WOMAN

Index of Clothing Expenditure for Women by Age Groups



Young women spend more for clothes than older women. Here again are facts to demonstrate the plus values of the minus 30 market reached by Modern Magazines (Modern Screen — Screen Romances — Modern Romances) — 149 Madison Avenue, New York City.

ADGRAPH BY Source: U. S. Bureau of Labor Statistics  
MODERN MAGAZINES Bulletin No. 637

(Advertisement)



## ELECTION YEARS BAD FOR BUSINESS? IT'S A MYTH THAT SHOULD BE EXPLODED

Any prophecies based solely on the fact that 1940 is an election year are hocus-pocus. Business depends upon causes far more fundamental.

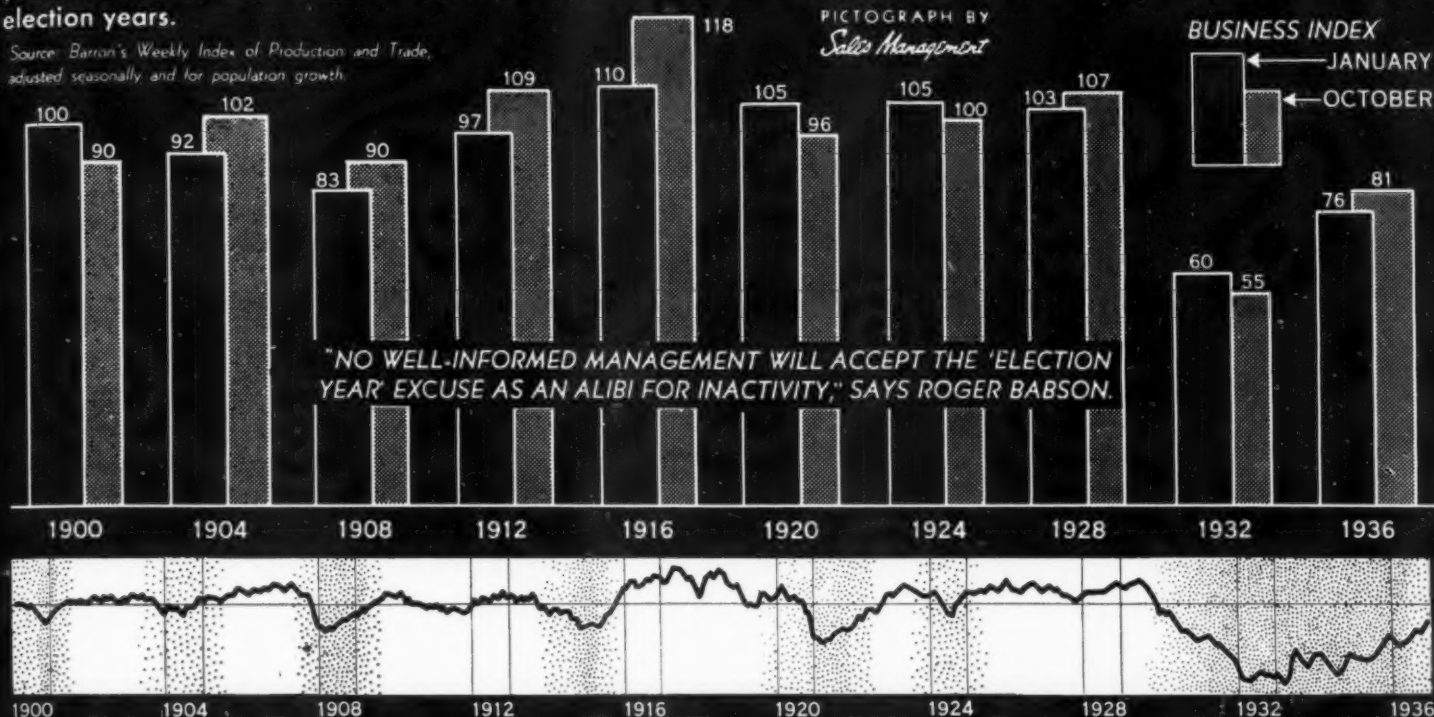
In the ten election years since 1900 business on October 1 (right in the heat of the campaign) was better in 6 of the years than at the beginning of the year. Business at the year-end was better than at the beginning in 7 out of the 10 election years.

Source: Barron's Weekly Index of Production and Trade, adjusted seasonally and for population growth.

PICTOGRAPH BY  
*Sales Management*

BUSINESS INDEX

← JANUARY  
← OCTOBER



## HOW MANY MINUTES A DAY DO YOUR MEN ACTUALLY SELL?

A stop-watch study of 40 days work of a group of wholesale salesmen working in the home office city shows that in a 7.4 hour day, they spent only 22.8% of the time in actual selling effort. Country salesmen (covering both urban and rural districts out of the home office city) worked 10.1 hours a day and spent 13.8% of the time in selling effort.

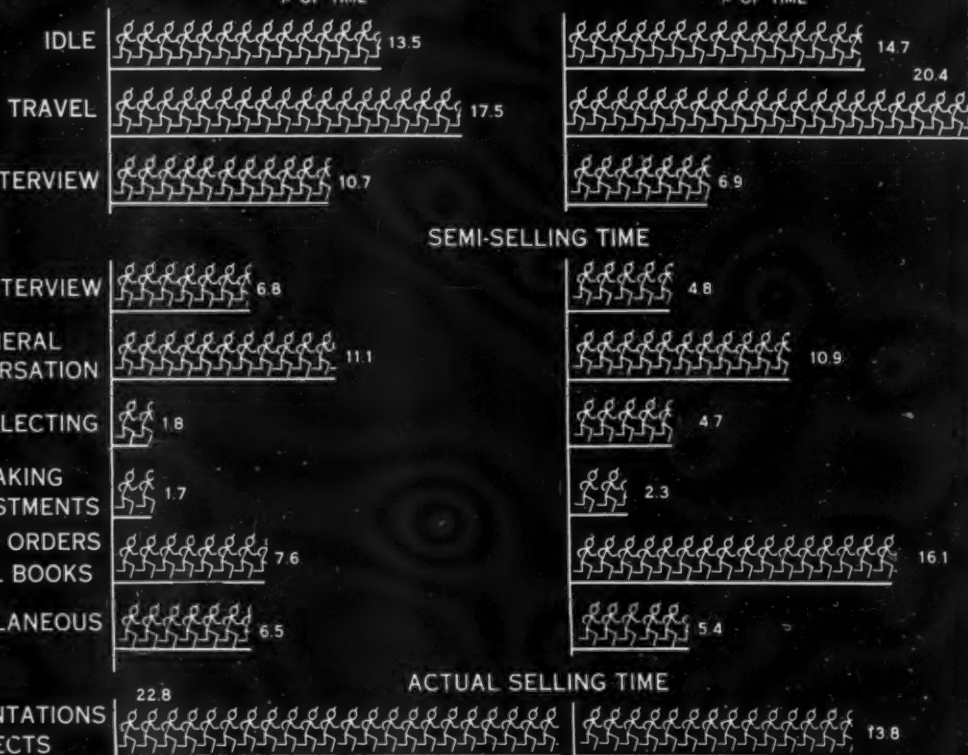
Source: Survey by H. C. Nolen, Ohio State University, for six wholesalers, presented before American Marketing Association, Philadelphia, December, 1939

PICTOGRAPH BY  
*Sales Management*

NON-PRODUCTIVE TIME

CITY SALESMEN  
% OF TIME

COUNTRY SALESMEN  
% OF TIME



ACTUAL SELLING TIME



THIS WASTED TIME IS A CHALLENGE TO BOTH SALESMEN AND THEIR MANAGERS.



# MANAGEMENT PATROLS THE B

## Television I: A \$13,000,000 "If"

Radio sired it, science nursed it, Wall Street and Hollywood have the public is to get it. Question: how good is good enough?

April, 1939

## Revolution in Radio

After years of battle a fighting inventor is in a position to replace the replacement of 40,000,000 radio sets and \$75,000,000 of broadcasting equipment.

October, 1939

## Freedom of What Seas?

by the Maritime Commission, to

November, 1939

## "A Digging S.O.B."

best title any Bucyrus-Erie product

January, 1939

## The Department of Commerce

Doric doghouse to palace of plenty—that is the

June, 1939

## The Public Is Not Damned

ry, under the mysterious head of "public relations"

March, 1939

## Western Auto Supply:

How a mail-order house copy 100,000 general store with 1,400 count

October, 1939

## Hydraulic Drives

Fluid Drive and Yellow T

January, 1939

## Southern America

opical tangle of o  
colited c

# BUSINESS FRONT



ND it's a tough assignment.

Never were business decisions so charged with hazards.

This, of course, is fine for FORTUNE — The Magazine of Management. To function intelligently, management-men (whether presidents or purchasing agents) must be well armed with dependable information — not only about their own immediate responsibilities, but about everything that touches Business. So they need FORTUNE.

## Strategic Spot

It's fine, too, for the advertiser who has information about his business to tell to management. His course is clear—he tells it in FORTUNE. Could he ask a more encouraging environment for his advertising than this?

» Management-men need to know the techniques of other management-men. FORTUNE describes them in its famous corporation stories.

» They need light on the trends of Public Opinion. FORTUNE's famous Monthly Survey supplies it.

» They need to be informed about the great advances on the technological frontier. There's hardly an issue of FORTUNE that does not cover some important development in science or engineering.

» They need to grasp world affairs and the great political, social, and economic problems that affect their businesses. They find these things brilliantly clarified by FORTUNE's Round Table and by FORTUNE's many authoritative articles on the pressing issues of the day, on the interactions of Government with Business and nation with nation.

To men with management responsibilities FORTUNE is habit-forming. It becomes a necessity. They use it. Not just the Boss, but all kinds of management-men from chairmen to department heads.

And right now these men are in the midst of a surge of new decisions. The vast, dynamic structure

of our modern economy is swinging into full stride. Factories are humming with creative action. Production mounts. Indices rise. Men and goods are on the move.

## The Advertising is Part of the Editorial Story

FORTUNE is the perfect meshing of men, time and place—and the perfect meshing of advertising with editorial pages. FORTUNE advertisers, like the Editors themselves, are giving management-men exactly what they pay \$10 a year to read about in FORTUNE — information about Business.

FORTUNE was designed, priced, and successfully initiated as a magazine to reach and interest the active management-men — from president to purchasing agent — and survey after survey conclusively proves that here is the place to reach them. And so, more than ever before is FORTUNE the precise medium for carrying the messages of "management advertising to management."

# FORTUNE

THE MAGAZINE OF MANAGEMENT

## Investment Banker:

Having come through boom and competitive bidding; the Street versus pri  
September, 1939

## Celotex: Houses from Sugar Cane

Dahlberg and his company started with a waste product  
February, 1939

## A New Budget for the U. S.?

traditional cash-drawer accounting of the Treasury  
lender and investor. Herewith an analysis  
April, 1939

## America VI: Brazil

exploited coffee

# WHERE GOODS ARE BOUGHT

The pattern of where people buy (which differs from where people live) follows these lines:

PICTOGRAPH BY  
*Sales Management*

## ANNUAL PURCHASES PER CAPITA

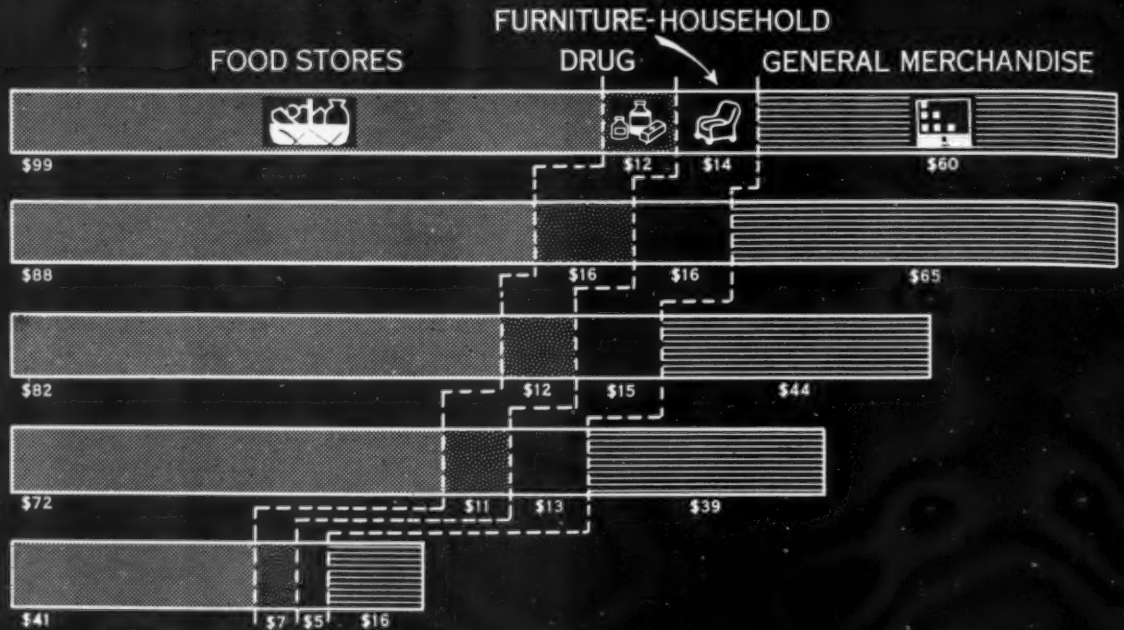
7 DISTRICTS WITH OVER 2,000,000 (22.8% OF THE POPULATION)

26 DISTRICTS WITH BUYING CENTER OVER 250,000 BUT TOTAL POPULATION UNDER 2,000,000 (13.3%)

61 DISTRICTS WITH BUYING CENTER UNDER 250,000 BUT TOTAL POPULATION OVER 100,000 (11.4%)

141 "SMALL CITY COUNTIES" WITH BUYING CENTER BETWEEN 25,000 AND 100,000 (9.2%)

2741 COUNTIES WITH CITIES UNDER 25,000 POPULATION (43.4%)



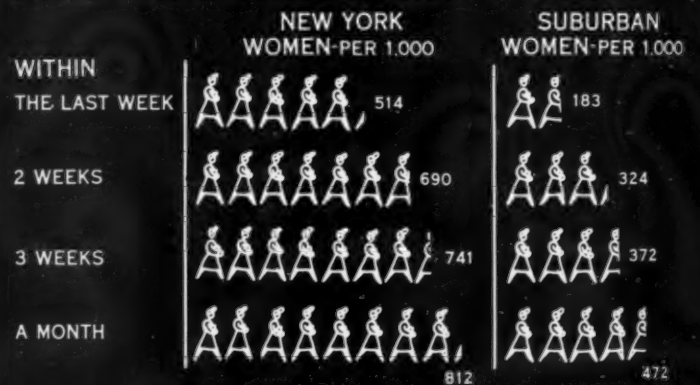
Source: Abstracted by SALES MANAGEMENT from "The American Home Market Book" December, 1939

## WHERE DEPARTMENT STORES GET THEIR BUSINESS

Whatever else suburban life may do for women, it influences their status as customers of the big-city downtown department stores. The survey figures reproduced below deal with New York City and suburbs but the results would probably be similar in other big cities. No wonder so many stores are following the people to the suburbs by creating branch stores.

PICTOGRAPH BY  
*Sales Management*

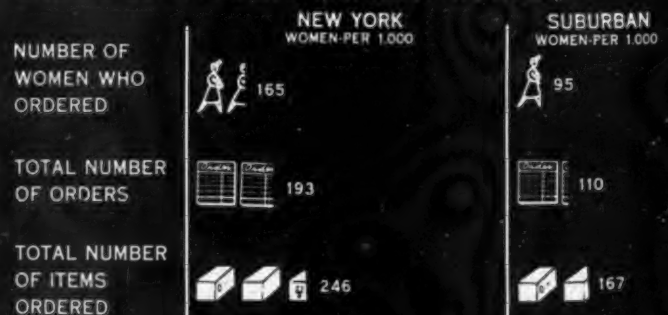
### "WHEN WAS THE LAST TIME YOU WERE IN ANY DOWNTOWN DEPARTMENT STORE?"



### "DID YOU BUY ANYTHING (PERSONAL VISITS) IN DOWNTOWN DEPARTMENT STORES LAST WEEK?"



### "DID YOU ORDER ANYTHING BY MAIL OR TELEPHONE IN THE PAST WEEK FROM ANY DOWNTOWN DEPARTMENT STORE?"



Source: Survey by Houser Associates, Fall, 1939, among 800 city and 1200 suburban women, for the *New York Times*



## *We know a Salesman*

We know a salesman who never makes a call unless he is invited. Yet he is such a personable fellow that he has been invited—and welcomed—into nine out of every ten homes throughout the length of the land. He has never held a door open with his foot, never had to wait in a reception room, never written for an appointment, never rung a doorbell. When the day's work is done, and families are assembled in the privacy of their homes, he is summoned to speak his piece before them. He is a tireless worker—on the job seventeen hours a day, seven days a week. And he is lightning fast—often calling on as many as ten million prospects within an hour. He carries out his boss' instructions to the letter—and works for a mere pittance per home.

Maybe you think there is no such salesman. Well, there is. What's more, we are in position to put you in touch with millions like him. They are the forty-five million radio sets of America. And . . .

*"This is—the Columbia Broadcasting System"*

PACE SETTER FOR THE NETWORKS

# NATIONAL SELLING WILL DISAPPEAR IF BARRIER LAWS SPREAD

Marketing's Public Enemy Number One is the state barrier law. Nearly one thousand restrictive state laws now hinder interstate trade. They tend to bar from a given state any goods not produced within its borders. The idea is this: you can then sell to everyone, but you don't have to buy. But—with every state putting a restriction on imports, no state could sell its products to the citizens of other states. Idaho, for example, would have to consume all her own potatoes — and production might drop 98 per cent. The map shows what might happen in other states.

Source: Department of Research,  
SALES MANAGEMENT



## Some Comments on the Pictographs in This Issue

The *Penny Saved, Penny Earned* Pictograph will make a big hit with the treasurer of your company—and it may have a salutary effect on those of your salesmen who are inclined to be reckless with their expense accounts.

We started with the year 1900 in *Election Years Bad for Business?* but a study in the January 29 issue of *Barron's* carries the comparison back to 1832. In the 27 campaign years business gained or held its own 21 times. This was true even in 1832 when Andrew Jackson was opposed by "two-thirds of the newspapers, four-fifths of the preachers, and seven-eighths of the bankers and manufacturers." It was true even in 1860 when the slavery controversy became feverish.

Many of our subscribers will want to send the entire page as a reprint to their salesmen, for the Pictograph *How Many Minutes a Day Do Your Men Actually Sell?* drives home a point which, if they realize at all they realize only vaguely—that only a minute part of their time is spent in actual selling.

Those readers who are searching for the most responsive markets should get some helpful ideas from the two Pictographs *Where Goods Are Bought* and *Where Department Stores Get Their Business*.

To our biased eyes the most interesting pictograph in a long time is the full page map, *National Selling Will Disappear If Barrier Laws Spread*. At first glance the estimated decline in production may seem to be a gross exaggeration, but it really isn't, for barrier laws are predicated upon the theory that imports are a deterrent to prosperity. With barrier laws in full flower, we should then expect to find all the states enjoying a maximum of prosperity, for no imports would be permitted. However, *since no state would buy from any other, then no state could sell its products to the citizens of other states*.

### SALES CONTESTS

#### Planning and Merchandising

Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

SALES CONTESTS, INC.  
Talbot Realty Bldg., Dayton, Ohio

# "Putting Up a Front"



Progress sometimes means putting up a front, and remodeling interiors, increasing floor space as well.

Recently a representative of substantial New York City investment interests looked over Troy's retail section, the shopping center for more than 204,447 persons.

Later he told a local bank president, "I've visited Troy off and on for the past 25 years and in all that time have never witnessed such an amazing development of modernization. Do you Trojans realize that not a city of comparable size in the East can match it?"

There's no "false front" about the new fronts on Troy's stores. They're outward signs of the faith that business men have in the present and future outlook of their city. That's a good indication that Troy is an active, growing sales field.

Here's convincing evidence that New York State's lowest cost major market merits a place on your schedules. The *Record Newspapers*, Troy's sole dailies, will take your sales story to "everybody" at one rate of 12c per line.

*We'll gladly send  
you further details*

THE  
RECORD  
NEWSPAPERS

THE TROY RECORD  
THE TIMES RECORD

THE TROY RECORD CO.

J. A. VIGER, ADVERTISING MANAGER



# The South Refutes Reports of Market-Killing Snows

Crop losses not as severe as first reports suggested . . . moisture helpful to farming in many sections . . . many crops which did freeze have already been replanted. Here are highlights from wired reports from 30 centers below the Mason-Dixon line.

**T**HE ill effects of recent snow and frost on southern crops and buying power have been exaggerated. Although there has been damage to some crops and some sections, others are unimpaired. Certain areas, in fact, will benefit from the moisture.

This is the consensus of reports to SM from executives of leading newspapers, farm papers and radio stations, from Virginia and Florida to Texas and Oklahoma.

**Texas Market Unimpaired:** "When returns are all in from sales of citrus fruits and vegetables produced in the South and Southwest Texas area for the 1939-40 season," said Frank G. Huntress, publisher, *San Antonio Express and Evening News*, "it is more than likely the totals will show little if any decline from those of the 1938-39 crop." In some parts of this section, the temperature did not fall below 32. Where frozen, the fruit was often quickly harvested for juice and canned fruit. Onions, spinach, even green peppers, escaped with little or no damage. Satisfactory livestock prices and increased oil development will bring money into all these counties.

Victor Schoffelmayer, agricultural-industrial editor, the *Dallas News*, cited "climatic and soil advantages which will enable a quick comeback in the production of another crop of Winter vegetables, which will have about the same chance to reach eastern markets as vegetables from other commercial areas. . . . Damage to North and Central Texas Fall oats and Winter hard red wheat, while extensive, is not irreparable because Fall oats . . . will be replaced with Spring oats."

Texas buying power "was not reduced more than a fraction of 1%," wrote Upshur Vincent, financial editor, *Fort Worth Star-Telegram*. "Washington authorities have just boosted their estimate of Texas agricultural income for last year to \$550,000,000, of which \$220,000,000 was received from livestock and livestock

products." Texas farmers have 18,000,000 bushels of wheat, 2,000,000 bales of cotton stored under government loan, and the price of both has gone up sharply since the loans were made. "Texas is producing her biggest crop of all from more than 90,700 oil wells over the state."

**Snows Aid Oklahoma:** The recent snows have been of "tremendous value to Oklahoma and North Texas," reported Edgar T. Bell, business manager, the Oklahoma Publishing Co., "and have provided much needed moisture for Winter wheat and other grains. . . . Severe weather caused a drop in retail business in January. General conditions, however, are considered good."

**Little Damage in Tennessee:** "The recent weather was not bad, but good for southern crops," said John Cleghorn, program manager, Station WMC, Memphis, summarizing findings of farm authorities. The snow not only "shielded vegetation from the extreme temperatures . . . but assures adequate moisture in the ground for Spring planting."

Milton Randolph, market editor of the *Nashville Banner*, pointed out that "the only damage suffered" in that area was to "coal bins." Moisture from the heaviest snowfall since 1917 will be of "material benefit to farmers during the Spring growing season." Dark leaf tobacco markets in Middle Tennessee opened with prices \$3.10 a hundred pounds above last year's opening prices. Tennessee Products Corp. has started the production of ferro-manganese at Rockdale, Tenn.

The University of Tennessee Agricultural College found from a study in all parts of the state that the "cold weather will have little or no effect upon farm income," said Walter T. Pulliam, *Knoxville News-Sentinel*. The state's big cash crops—cotton and cottonseed, tobacco, livestock and dairying—were "unaffected by the cold."

**Southern Losses Overestimated:** Executives of farm papers with wide

circulation in the South agreed that reports of crop-and-income damage were overestimated.

J. E. Stanford, editor, *Southern Agriculturist*, Nashville, pointed out as part of a detailed report on various crops that "the damage is not permanent or nearly so extensive as expected or as has been generally reported. Although "young plants are almost a total loss . . . nearly all the damaged acreage has now been replanted. . . . Income from this source is merely delayed, not destroyed." Incidentally, "countless millions of harmful insects have been destroyed."

B. Morgan Shepherd, vice-president, the *Southern Planter*, Richmond, said that in its area (Maryland, Delaware, the Virginias and Carolinas) farmers have had "no severe losses. . . . The snows have benefitted Winter grain crops. . . . Early truck crops in this section are not seeded until the middle of February. . . . Fruit trees are still dormant. . . . Tobacco farmers do not start their plant beds until February. . . . Our farmers have used this emergency to prepare the last of their 1939 tobacco crop for market and to butcher one of the largest farm meat supplies on record."

**Carolinas Unimpaired:** "Crop damages were limited to Florida and parts of Texas," explained P. H. Batte, advertising director, *Charlotte Observer*. "There was no damage reported in North Carolina." Prices of some crops reported as damaged in the Far South, such as string beans, green cabbage, English peas, citrus fruits and squash, "jumped in some cases as high as 200%," partly compensating the growers for their loss.

**Georgia Denies Damage:** "So far as Georgia is concerned," said Royce Dobbs, promotion manager, *Atlanta Constitution*, "we somewhat enjoyed the beautiful Minnesota weather." He quoted findings of agricultural experts to the effect that few Georgia crops will be damaged and that some, such as grain and peaches, will be aided.

Harben Daniel, executive vice-president of Station WSAV, Savannah, pointed out that the only damage—and that "slight"—to Georgia crops was to truck gardening. "As a matter of fact, the destruction of all types of insects usually attacking crops and livestock will permit farmers to get a much larger return."

**Florida Carries On:** A re-check by Dade County growers has shown that losses will not be so great as at

(Continued on page 78)

SALES MANAGEMENT

# Announcing New RCA 16mm. Sound Film Projector!

## BETTER 16 WAYS!



**1. BETTER, MORE BRILLIANT PROJECTION.** This projector uses a specially designed optical system and large objective lens (f.1.65) which provides 10 to 20% greater screen illumination with 750 watt lamp.



**2. BETTER, SIMPLER THREADING.** With threading line cast on projection block, this projector is as easy to thread as silent equipment. Has large 16-tooth sprockets which engage four to five sprocket holes, increasing life of films.



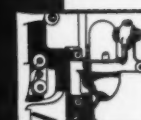
**3. BETTER, MORE EFFICIENT COOLING.** Blower scroll in this compartment cools lamp, amplifier and aperture gate. Lamphouse is only slightly warm while projector is operating, thus increasing lamp life. Lamp may be quickly and easily removed.



**4. BETTER REEL TAKE-UP AND REWIND.** This is an exclusive RCA feature. Separate motor eliminates spring belts, assures equal tension on 400, 800, 1200 and 1600-foot reels. Reel rewind is simple and rapid.



**5. BETTER EQUALIZATION.** The film take-up equalizer, between take-up reel and lower sprocket, greatly reduces magnitude of jerks and uneven pull of reel.



**6. BETTER CONVENIENCE.** The sound optical units are mounted on single casting with swinging bracket for easy cleaning. Exciter lamp may be quickly changed.



**7. BETTER OPERATING EASE.** All controls conveniently located and grouped for easy operation. Loss of film loop quickly adjusted without stopping projector.



**8. BETTER INPUT PERFORMANCE.** Input jack permits use of high impedance microphone or Victrola attachment with magnetic or crystal pick-up. Speech input may be used with either sound or silent films.

**9. BETTER REPRODUCTION.**

**10. BETTER FRAMING.**

**11. BETTER TONE.**

**12. BETTER ACCESSIBILITY.**

**13. BETTER VERSATILITY.**

**14. BETTER LUBRICATION.**

**15. BETTER LAMP SERVICE.**

**16. BETTER PORTABILITY.**

Trade-marks "RCA Victor," "Victrola" Reg. U. S. Pat. Off. by RCA Manufacturing Co., Inc.

Built by the company with the world's greatest experience in sound recording and reproduction—the company that not only makes the sound recording equipment used by Hollywood studios, but also the RCA Photophone Magic Voice of the Screen reproducing equipment now

in thousands of theatres—this new 16 mm. sound film projector gives you performance, convenience and ease of operation that mark it the finest equipment of its type ever made! Yet the low price is within reach of every business organization! *For finer sound system performance... use RCA Tubes.*



# RCA Victor

AUDIO-VISUAL SERVICE

RCA Manufacturing Co., Inc., Camden, N. J. • A Service of the Radio Corp. of America

Educational Department (MA-2)  
RCA Manufacturing Co., Inc., Camden, N. J.  
Please send me complete information concerning the new RCA 16 mm. Sound Film Projector.

Name.....

Company.....

Address.....

City..... State.....

☐ I should like a demonstration.



# Ten Tested Rules of Sales Strategy for Selling to a Buying Committee

The salesman who faces a group has a different—and much more difficult—selling problem than that involved in selling a single prospect. It requires careful advance analysis, detailed preparation, and a type of presentation which takes into account the varied psychological factors involved.

BY BURTON BIGELOW

*Burton Bigelow Organization,  
Sales Management Consultants,  
New York and Buffalo*

**T**HESE buying committees give me the wim-wams—why can't the buyer sit down with you and get the story alone like he used to do? Nowadays a fellow has to be a second Dale Carnegie to get some of this business!"

Such was the recent wail of a top-notch salesman—a consistent producer who, in the past five years, has been in third place once, second place twice and twice in first place in his own organization of over 40 salesmen.

He is not the only top-flight sales producer who gets a case of jitters at the thought of doing a job of "group selling." The situation is widespread and cuts through many lines of business where more and more the sales force finds itself up against what might be called "committee buying." Even if the buying committee is not a formal or permanent part of the company's buying set-up, it is nonetheless terrifying to most salesmen.

The depression helped along the idea of joint responsibility for making large purchases. Sometimes the committee sits in only on items of large expenditures, such as plant extensions, improvements, large capital investments, or upon purchases involving departures from policy, or items requiring special appropriations not included in the company's regular budget. In other cases, the idea of committee buying may be carried to what seems to the salesman to be a ridiculous extreme. Even the brand of lead pencils to be bought may be a matter for committee consideration.

In any case—whether the proposed purchase is large and costly—or small and apparently routine—if the buying

is done by a committee, the salesman must meet the situation as it exists, and deal with it as a hard fact.

One of the first steps to rid the able salesman of his fears of group selling is to impress upon him that it is not the occasion for him to make a "speech!"

The salesman who attempts to sell groups by "making a speech" not only gets himself into a needless lather but he almost invariably makes a bad impression on the buying group. He is not making a speech—in most cases he prefers to avoid even the appearance of making a sales talk—he is presenting *valuable buying information*.

Here is a check-list of suggestions taken from the experience of several salesmen who are more than ordinarily successful in selling to groups:

(1) Make a careful advance survey of the prospective buyer's needs.

What use has he for your product? Which of his problems will your product solve? What does he expect to do with it? What are his proposed applications?

(2) Find out who is going to be present at the meeting and ascertain their interests and leanings with respect to the proposed purchase.

The engineer has one point of view, the product designer another, the millwright still another, the sales manager a marketing interest, the treasurer a financial interest, etc. Get the facts beforehand and plan your appeal accordingly.

(3) Get an advance appointment—and insist upon enough time to do a thorough job.

Salesmen who rely on getting a group together without advance notice are optimists; and those who go into a 30-minute session with a two-hour story almost always botch-up the presentation.

(4) State the conditions and get substantial agreement on their correctness.

The groundwork is a knowledge of the conditions. This qualifies you as well-informed. Give the group a chance to disagree before you proceed to the next step.

(5) Present the problems growing out of the conditions—and get agreement.

This gives the salesman a chance to emphasize those problems which his proposition is best prepared to solve. Give the group a chance to disagree with your statement of the problem before you proceed.

(6) Outline the solution; preferably in the form of a series of alternatives with a recommendation to select one of several plans or courses—stating reasons why.

Engineers and technical men especially like the opportunity to choose between several procedures. Selection of one alternative and the rejection of another gives the salesman an opportunity to do an excellent job of product selling in the guise of basic information.

(7) Prove the case.

Groups often will accept more readily than an individual brief statements of proof, such as names of users, quick summaries of laboratory tests, recognition from accepted authorities, etc.

(8) Anticipate probable objections and answer them.

Often this can be done step by step as the presentation proceeds, but if any objection is not brought up and answered by this process, such remaining objections should be covered fully.

(9) Allow time for questions.

Even if the salesman attempts to anticipate all objections, there are likely to be some questions. These should not be choked off, but encouraged; and then answered briefly.

(10) Summarize the presentation in a brief closing statement.

(11) If specific printed information is to be left behind, leave a copy, if possible, for each interested person.

## Careful Advance Fact-Finding

An accounting machine salesman, who is noted for his success in selling groups, introduces his group presentations by saying: "I am not here to make any sales talk, but to give you brief, but complete, buying information."

This sets the group at ease and removes the defensive barrier usually erected between salesman and prospect. He never "makes a speech"—and takes the utmost pains to be informal, at ease and helpful. Every indication of pushing for a decision is eliminated.

If the time allotted for a group presentation is too short to allow for a proper telling of the story, it is the practice of successful group salesmen to insist on getting time enough to state all the essential facts. The shorter



*Get ALL  
this Business*



*The true St. Louis market extends far beyond the city boundaries and crosses the nation's biggest river to join rich portions of Missouri and Illinois in the compact 49<sup>th</sup> State. A famous newspaper serving St. Louis covers this plus market for the smart advertiser*

*The Newspaper of*  *The 49<sup>th</sup> State*  
**St. Louis Globe-Democrat**  
**ST. LOUIS' LARGEST DAILY**  
(A.B.C. PUBLISHER'S STATEMENT 9-30-39)

*-Quincy*



## Transparent PACKAGES BY RITCHIE

that Sell  
and Sell  
and Sell!

THEY SELL the dealer the idea of displaying them. They sell the consumer the idea of stopping, looking and handling (it's all right—no danger of soilage). After that, the *actual* sale is easy and *everybody's* happy! Particularly Mme. Huntingford whose packages here typify the design ingenuity and manufacturing advantages Ritchie brings to Transparent Packaging. In this comparatively new field, Ritchie's complete and established facilities, Ritchie's 74 years of packaging experience, really count!

### PUT YOUR PRODUCT OUT IN FRONT

Would you like to have a package that dealers will display without even being asked? Would you like to have a package that shows your product to such advantage that sales resistance melts like ice cream in July? Then investigate Transparent Packaging by Ritchie—learn what it costs, what it can do for you from a design and protective standpoint. There's no cost or obligation—so why not write now?

W. C. **Ritchie** AND COMPANY  
8852 Baltimore Avenue, Chicago  
Set-up Paper Boxes  
Fibre Cans Transparent Packages

**Sales Offices in Principal Cities**

the time allowed for presentation, the greater the necessity for careful advance preparation. It takes time to boil down a sales presentation to the essence. In some instances, the sales engineering department cooperates to present a formal proposal, leaving the salesman only the task of high-spotting and answering questions.

Among salesmen who do group selling, it is an almost universal opinion that a proposal should not be handed in with only a few words by the salesman; it requires explanation and, more important, sufficient on-the-spot examination by the group members to enable them to ask the salesman intelligent questions.

The motivation of the appeals used in a group presentation needs to be broader and more inclusive than in the case of a sale to an individual. In other words, the jury appeal needs to be used, with sufficient hooks to reach the several special interests of the different persons on the committee.

### Reach Pet Interests of Each

For example: In selling a large metropolitan department store, the salesman today is more likely than not to be faced with at least one technical individual on the committee who is connected with the store's *testing* activity. This person is especially interested in technical tests and reference to such should be pointed especially at him.

The treasurer or his representative is interested in the financial angle. A brief statement of the probable economies or other results of the purchase, interpreted in terms of its investment value, or the return on the investment, is of great interest to the financial officer.

Ambitious and successful men may be highly "self-minded." Such men interpret every event, every purchase in personal terms: "How will it affect my future? My job? Does it mean more work for me? Less power? Does it increase or diminish my chances for self-advancement?" Believe it or not, such private considerations, never expressed and almost always merely to be guessed at, influence more group purchasing decisions than is supposed.

This is particularly true in political buying groups, where jobs are held as much by shrewd diplomacy as by merit.

A noiseless typewriter salesman tells how he changed his appeals in two group sales where a less wide-awake chap might have judged the situations to be identical. To the business manager of a business group, he said: "It will make your office a better place to

think—and thinking is what you are paid for!" To a government office executive, he said: "It will make your day's work more comfortable, less nerve-wracking."

In mixed voluntary groups, such as churches, clubs, school boards, etc., where both men and women take part and where the interest broadens into something more than merely business, the appeals must include not only the logical and the financial, but also the sentimental and emotional.

For example: An air conditioning salesman sells his installations to large business houses on the basis of increased traffic, longer shopping stays, increased purchases per customer, etc. In selling the same installation to a mixed group comprising a school board, the appeals would be changed to stress health of children, freedom from colds, hay fever, etc. Fewer days lost from school, more interest in school work, better grades—all these are more or less sentimental and not financial appeals.

Group sales offer splendid opportunities to stress the "product of the product"—the specific application and results to be expected instead of a nuts-and-bolts, brick-and-mortar story.

### Pitfalls of Two-Man Selling

In situations where the salesman anticipates that he will be up against highly technical questions, a technical man is often taken along. The technical man should be under the direction of the salesman, however. Otherwise a technical man in the group and the one on the floor may waste a whole morning arguing about the difference in two decimal places. Result: No sale, not even a sales presentation. Two-man selling, whether to individuals or to groups requires a special technique. Unless the salesman and his technical aide are trained in working together, the result is likely to be unsatisfactory.

It is hardly necessary to add that a salesman about to present a group story should know the names of each individual, his title and duties. "Now, Mr. Stevens, that's a feature that you will especially appreciate." Such personal appeals, fitting the proposition to the individual's special problem, are effective.

To sum up, careful advance gathering of facts; thorough planning and preparation of the presentation; a fitting of the proposition to individual problems; a frank answering of all queries, coupled with a closing summary and a friendly offer of additional information—this seems to be the pattern which gets the best results in group selling.

SALES MANAGEMENT



"I DON'T LOOK LIKE

*a guy with  
millions to spend"*

**But the men of iron and steel who live and labor inside our "Golden Horseshoe" earn more than ten million dollars every week!**

When paymasters of blast furnaces, rolling mills and other iron and steel plants within the "Golden Horseshoe" (that super-market blanketed by WJR Detroit and WGAR Cleveland) have made their weekly round—another ten million dollars has gone back into circulation!

More than a half billion dollars paid every twelve months to a single industrial worker group! Three and one-half million to be spent every week for food alone. More millions for drugs, for clothing, for automobiles—for your own product!

Steel production here in 1939 was up 65% over '38. Pig iron production doubled. So look for and take advantage of another great year. Start selling through the Great Stations of the Great Lakes!

**WJR**

THE GOODWILL STATION

*Detroit*

**WGAR**

THE FRIENDLY STATION

*Cleveland*

Basic Stations... Columbia Broadcasting  
System • Edward Petry & Co., Inc.,  
National Sales Representatives





# Action the FTC Has Taken Under the Robinson-Patman Act

Of all the orders issued by the FTC since the R-P Act went into effect, the nine selected for summary here are perhaps the most important. A study of the points at issue in them may help you to keep out of hot water on similar charges.

**O**F the 32 complaints alleging violations of the Robinson-Patman Act issued by the Federal Trade Commission for the fiscal year ended June 30, 1939, eight became orders directing offending companies to cease and desist carrying on trade practices made unlawful by the amendment. Most common violators were companies engaged in price practices held to be discriminatory by the Commission (2a) and those violating the brokerage section of the Act (2c).

Believing that a careful reading of the recent FTC decisions will prove a reliable guide to marketing executives in the event they are faced with similar cases in their own businesses, the editors summarize here reviews of cases on the FTC docket for its past fiscal year and also for the first half of the present, selected to show what types of practices the Federal Trade Commission proceeds against, what are its interpretations of these practices under the law, and its reasons for issuing cease and desist orders.

## Decisions Under Sec. 2-a, Covering —

Price discrimination between different purchasers of commodities of like grade and quality.

### MASTER LOCK CO.

PRODUCT: Keys and locks.

THE CASE: (Under Sec. 2a) FTC charged Master Lock Co., Milwaukee, with price discrimination between its customers by allowing to a certain group of customers a 5% discount in addition to the regular 50% trade discount off uniform prices which it granted to both the group and other customers regularly.

The additional 5% discount, the Commission found, was based on the belief that orders received from this customer group were both larger and fewer in number and, therefore, cost the company less per dollar of sale to bill, pack and ship. Investigation revealed that not only did customers to whom the 5% discount was not granted place a smaller percentage of the orders amounting to less than \$5 each, but they also placed a larger percentage of orders exceeding \$100 each than did customers granted the additional discount. "Further-

more, the average size of an individual order received by sellers from customers granted an extra discount is frequently less than the average size of the individual order not granted that discount."

THE ORDER: It was ordered by the Commission that Master Lock Co. cease the practice of discriminating between its customers by allowing to some discounts not available to others, and the practice of allowing freight allowances or discounts to some customers and not to others.

★

### SIMMONS CO.

PRODUCT: Mattresses and allied merchandise.

THE CASE: ((Under Sec. 2-a) By operating under the Simmons Plan of sliding discounts to retailers, Simmons Co., New York, was found by the Commission to be discriminating in price against different retailers handling its line of metal beds, bed springs, studio couches, gliders, mattresses, etc.

The Simmons Plan, modified in January, 1938, granted no discount other than 2% for cash to retailers purchasing during the calendar year less than \$50,000 worth of merchandise, but to customers billing that amount and more applied the following scale of discounts: 3% for purchases of \$50,000 to \$75,000 a year; 3½% for \$75,000 to \$100,000; 4% for \$100,000 to \$150,000; 4½% for \$150,000 to \$200,000; and 5% for \$200,000 and up. These discounts were computed and paid in cash by Simmons shortly after the end of each calendar year.

The Commission held that these price differences made "other than due allowance" for difference in cost of manufacture, sale and delivery of Simmons products; that they were, in fact, discriminatory against the small retailer whose annual purchases from Simmons did not amount to as much as \$50,000. For, FTC found, the company treated individual stores, chain store organizations and loosely-knit associations all as individual customers, enabling the two latter types to purchase large amounts of merchandise to supply the separate stores in their groups and thus to take advantage of the discounts made available by the Simmons Plan. The plan had also "encouraged some of the otherwise independent and unrelated individual customers of Simmons and central organizations purchasing from Simmons to become affiliated with syndicate heads already in existence and caused the creation by others of said customers and organizations of other buying syndicates and similar groups."

The following results the Commission

cited as typical of many situations created by operating under the Simmons Plan:

1. An individual customer purchasing over \$50,000 worth of Simmons merchandise annually and receiving a 3% discount may be in competition in the same locality with another individual customer who purchased less than \$50,000 worth of merchandise and received no discount. Yet the average size of the purchases by and deliveries to the latter store may be considerably larger than those of the former.

2. An individual customer purchasing \$15,000 worth of Simmons products annually and receiving no discount may be in competition with a unit store of a syndicate or chain. The unit store itself may buy only \$5,000 worth of merchandise in a year, yet, because of the aggregate purchases of all unit stores of the central organization, receives a discount.

THE ORDER: A cease and desist order was issued against Simmons directing the company to refrain from "discriminating in price, directly or indirectly, between different retailer purchasers of its products of like grade and quality by granting, allowing or paying the cumulative discounts of the Simmons Plan. . . ."

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### STANDARD BRANDS, INC. and STANDARD BRANDS OF CALIFORNIA.

THE PRODUCT: Baker's yeast.

THE CASE: (Under Sec. 2-a) The Federal Trade Commission found, in its investigation, that Standard Brands, Inc., New York, and its subsidiary, Standard Brands of California, maintained a price schedule in the sale of bulk yeast to bakers which obligated customers (bakers and similar concerns, both large and small, using yeast commercially), to purchase definite quantities of baker's yeast monthly in order to take advantage of the more favorable prices outlined in the price scale. This schedule did not necessarily depend upon the quantities of yeast actually purchased from Standard Brands, but on the customers' monthly requirements of yeast, whether purchased from the respondent or any other source. Standard Brands could, therefore, offer baker's yeast to concerns requiring large amounts at substantially lower costs than those available to bakers requiring smaller amounts.

The Commission held that by following this price schedule, Standard Brands—"even assuming that the differentials in price . . . could be justified by reason of the differences in the cost of delivering the respective quantities"—was discriminating in price between purchasers of its baker's yeast as follows:

1. Between customers purchasing all of their required yeast from Standard Brands and those purchasing only a part of their yeast requirement from the respondents. Example (cited by the Commission): A customer requiring 4,500 pounds of yeast a month and purchasing the entire amount from Standard Brands paid, according to the scale, 18 cents a pound; whereas another customer requiring 7,500 pounds of

Confronted with a marketing problem, the West Coast growers of apples and walnuts turned to the J. Walter Thompson agency for help. And the agency—because of previous experience—called on "U-S" for "products that help sell"—posters, store displays, hangers. The accompanying illustration was produced from the original art work used for a hanger that has appeared in food stores from coast to coast—a colorful and appetizing sales help.

*"U-S" Products Help Sell Apples and Walnuts*

*We Can Help Sell Your Products Too.*



*The* **UNITED**  
**U.S.** STATES PRINTING & LITHOGRAPH COMPANY  
AND DIVISIONS

HOME OFFICE: 328 BEECH ST., CINCINNATI, OHIO

AMERICAN LITHOGRAPHIC DIVISION  
ATLANTIC LITHOGRAPHIC & PRINTING DIVISION  
DONALDSON LITHOGRAPHING DIVISION  
ERIE LITHOGRAPHING & PRINTING DIVISION  
PALMER ADVERTISING SERVICE DIVISION  
W. F. POWERS-DIVISION  
THEO. A. SCHMIDT LITHOGRAPHING DIVISION



"SOMETHING HAS HAPPENED IN PITTSBURGH"

## If He Could Only Cook...

Pete Glutz is a grand guy. He works hard. Loves his family. Feeds 'em like kings—and would be a swell prospect for any food advertiser—if he could only cook!

Since he can't—and doesn't buy the groceries—most local food advertisers don't talk much to Pete—in the paper he reads on the way to work. No sense cultivating both Pete and his wife, they say—and that's why 81.8%\* of their copy goes to Mrs. Pete—in the home—in the evening—when there's plenty of time to plan the next day's meals.

They split this lineage pretty even, too—giving the *Sun-Telegraph* almost half their evening copy—48.2%\*, to be exact! These customers of ours are customers of yours! Why not back them up?

# 13 out of 15\*

Retail Food Advertisers, placing 500 or more lines annually, in at least one Pittsburgh newspaper, use the *Sun-Telegraph*.

*A Partner In The Progress Of Pittsburgh's Greatest Stores*

## Pittsburgh Sun-Telegraph

\*Media Records, Inc.

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

PITTSBURGH • NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • BOSTON • SAN FRANCISCO • LOS ANGELES • ATLANTA • BALTIMORE • SEATTLE



yeast a month and purchasing only 4,500 pounds from the respondent paid only 16 cents per pound for the 4,500 pounds purchased from Standard Brands.

2. Between customers purchasing some, but not all, of their required yeast from the respondents and other customers following the same practice. Example: The customer whose requirements were 4,500 pounds per month and who purchased 500 pounds of this from Standard Brands, paid for the 500 pounds 18 cents a pound; while another customer whose requirements are 1,000 pounds and who purchased from the respondents only 500 pounds, paid, according to the scale, 20 cents per pound for the yeast purchased from Standard Brands, because his monthly requirements were lower.

3. Between customers within the same quantity bracket purchasing any or all of their required yeast from Standard Brands at "so-called off-scale prices." Example: "The larger customers purchasing their yeast at the 14-cent price, by consuming less than the required quantity to entitle them to this price, are granted this concession only by the central office. Division managers may sell below scale only with smaller customers but never more than 2 cents to 3 cents off-scale."

### Large Buyers Still Favored

4. By selling at prices based on total consumption irrespective of the number and quality of individual deliveries. Example: A & P purchased from Standard Brands approximately 450,000 pounds of baker's yeast per month for national consumption. The yeast was delivered from the respondents' various agencies to 37 bakeries in as many locations from Louisiana to Maine and Iowa, in quantities ranging from approximately 2,000 pounds to 30,000. In proportion to the quantities delivered to A & P's branch bakeries, the Commission found that, according to the scale of prices "the quantities delivered to 23 of the bakeries should be in the 14 1/2-cent price bracket, to eight in the 16-cent bracket, to four in the 17-cent price bracket, to one in the 18-cent bracket and to one in the 19-cent price bracket. However, this customer pays 14 cents per pound for all of its yeast."

THE ORDER: Standard Brands, Inc., and Standard Brands of California were ordered by the Federal Trade Commission to cease and desist from discriminating in price between different purchasers of baker's yeast of like grade and quality, by: 1. Selling at different prices based upon the quantity of yeast purchased or required a month; 2. selling yeast according to its price schedule, irrespective of the quantity delivered by Standard Brands to the branch bakeries of an individual purchaser; and 3. selling at off-scale prices from any schedule of prices which make only due allowance for the difference in the cost of manufacture, sale and delivery.

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AMERICAN OPTICAL CO. and  
BAUSCH & LOMB OPTICAL CO.

THE PRODUCT: Ophthalmic equipment and optical goods.

THE CASE: (Under Sec. 2-a) American Optical Co., Southbridge, Mass., and Bausch & Lomb Optical Co., Rochester, N. Y., with six of the latter's wholesale distributors, were charged by the Federal Trade Commission with operating under

"big dealer discount" plans which enable dealers purchasing large stocks of the respondents' merchandise to effect considerable savings.

In the case of both companies it was found that on optical merchandise for which there is the greatest demand (lenses, frames and mountings) the two respondents offered the same schedule of discounts to large retailers, including department stores, chain jewelry stores, etc.: 33 1/3% discount, plus 2% for cash, to all customers purchasing \$1,500 worth of merchandise a month; 25% discount, plus 2% for cash, for billings of \$750 and up; up to \$750, 2% for cash, plus concessions when purchases were made in lots of 25 or 50 pairs (lenses) or units (frames and mountings). "The resulting price differences," the Commission held, "are substantial and amount to a very considerable saving per dollar of purchases to the 'big dealer' as against the smaller retailer. The maximum discounts allowed under the 'big dealer'

plan approximate the factory-to-jobber discounts of respondents and other manufacturers, and the smaller retailer cannot, in general, purchase respondents' products or other products of like grade and quality from wholesalers or jobbers on these favorable terms."

In addition, the six respondent Bausch & Lomb wholesalers and 220 branch stores operated throughout the country by American Optical Co., engaged in active competition with independent wholesalers, FTC found. These independent wholesalers must purchase optical goods of first quality from manufacturers at prices approximately the same as those available to large retailers under the respondents' "big dealer discount" schedules. "As a result of the discriminatory prices charged by respondents, many independent wholesalers are prevented from selling stock merchandise to a large and profitable class of customers, except at a loss," cited the Commission. "The smaller manufacturers of optical

## You want facts, so do we . . .

IN conducting your business you seek sure knowledge. That too is our practice, before making a recommendation to a client.

This service includes: product and package analysis, consumer and trade surveys, study of basic factors in the sound selection of media, copy checking both before and after publication.

### For example: A pre-test on laughs

Does sense of humor differ, in men and women?

A pre-test of five Pepsi-Cola comic strip advertisements, differing widely in plot, showed the first choice of *both sexes* to be the same ad.

This test, a normal step in client service, taught us things that are helping in the production of increasingly effective copy.

## Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET, NEW YORK

merchandise market their products largely through the independent wholesalers, and to that extent are likewise affected. Furthermore, the smaller limited line manufacturer is not in a position to offer a similar 'big dealer' plan covering all classes of optical goods, even by direct sales. The tendency of the cumulative 'big dealer' discounts is to induce the retailer whose purchases are little more than enough to qualify therefore to group all his purchases with the respondents' wholesale branch offering the cumulative discount. . . ."

The Commission also found that the companies' optical wholesalers maintain prescription shops with the necessary machinery and tools for grinding, polishing, edging and mounting lenses, to fill prescriptions of nearby optometrists and opticians, and that under the respondent's "big dealer" plan prescription sales were included in volume of purchases in determining the retailer's qualifications for cumulative discounts.

**THE ORDER:** Both companies were ordered to cease and desist from discriminating in price between purchasers by allowing cumulative or volume discounts "on products of like grade and like quality."

### Decisions Under Sec. 2-c, Covering —

Payment of, or receipt of, brokerages or other allowances or discounts, except for services rendered in connection with the sale or purchase of goods.

**QUALITY BAKERS OF AMERICA, INC.**

**PRODUCT:** Bakery equipment and supplies.

**THE CASE:** (Under Sec. 2-c) This case of violation of Section 2-c of the Robinson-Patman Act concerns an association, Quality Bakers of America, and its service company, Quality Bakers of America, Inc., which, acting as a purchasing agent for member bakeries, received brokerage fees from vendors in the purchase of merchandise for its members. Named also as respondents were six member bakeries of the association and five vendors.

The Commission's investigation revealed that the respondent association's service company, Quality Bakers of America, Inc., was engaged not only in conducting numerous activities such as accounting, sales promotion, advertising, engineering, etc., in behalf of member bakeries, but also served as a purchasing agent negotiating for the purchase by member bakeries of flour and other products required in the production of baked goods, and also of machinery and equipment necessary for the manufacture, packaging, storage and distribution of wholesale bakery products. In some cases, it was found, merchandise was purchased outright by the service company and resold to member companies; in others, the service company did not pay the purchase price or take over title to the merchandise but ordered it for a member company on a brokerage basis. Brokerage fees were paid by the vendors to Quality Bakers of America, Inc., and went "one-half to the credit of the member's dues on whose business the brokerage or allowance originated and the remaining half . . . to the board of directors to be used in such a manner as it shall determine for service purposes for the benefit of Quality Bakers of America."

Finding that the services rendered by Quality Bakers of America, Inc., were to members of the association, and not to vendors who paid the brokerage fees, the Commission handed down the opinion that the service company, engaged in interstate commerce since its transactions take place between companies (both vendors and member bakeries) in different states, "is the agent and representative of stockholders (member bakeries), acts in fact for them and in their behalf and is subject to their direct control."

**THE ORDER:** Quality Bakers of America, as an unincorporated association, and Quality Bakers of America, Inc., as a corporation, were ordered by the Commission to cease from receiving brokerage fees or commissions from vendors and from transmitting such fees to members either directly in the form of money or credits, or indirectly in the form of services. Member companies of the association were ordered to refrain from accepting from the association or its service company money, credit, services or facilities resulting from the payment of brokerage fees to Quality Bakers of America, Inc.

Three of the respondent vendors, Pillsbury Flour Mills Co., Consolidated Flour Mills Co. and Kansas Milling Co., received orders to cease and desist from paying such brokerage fees to the association's service company. This order, however, was later rescinded when the companies offered testimony proving that prior to the issuance of the complaint they had already ceased such payments. The remaining two respondent vendors, Washburn-Crosby Co. and Red Star Milling Co., were legally dissolved prior to the issuance of the complaint.

★

**REEVES, PARVIN & CO.**

**PRODUCT:** Wholesale groceries.

**THE CASE:** (Under Sec. 2-c) Reeves, Parvin & Co., wholesale grocers, Tri-State Brokerage Co. and Francis B. Reeves, Jr., all of Philadelphia, were charged by the Federal Trade Commission with violation of the brokerage section of the Robinson-Patman Act in the practice of accepting brokerage fees and commissions for selling services not rendered. Recipient of these fees was Tri-State Brokerage Co., a corporate affiliate of Reeves, Parvin & Co. and controlled by the same executives and directors as the latter company. Francis B. Reeves, Jr., is president and major stockholder of both companies.

Tri-State, the Commission found, acted as a broker selling merchandise to outside concerns, but the majority of its business came from merchandise purchased through it for Reeves, Parvin. For its services as an intermediary through which this wholesale grocer and other wholesalers purchased commodities for resale to the retail trade, Tri-State accepted from the sellers of commodities brokerage fees. This practice, the Commission held, did not conform to its following outline of the functions of a broker: "To find customers for sellers and, acting under and subject to the control of sellers, to sell commodities to these customers for and on behalf of sellers and as agents for said sellers; the brokers' function in such cases is a selling function, and the service rendered by them is a selling service rendered to sellers." Therefore, Tri-State Brokerage Co. acting in the interest of Reeves, Parvin & Co. and not in behalf of the manufacturers and producers who paid the brokerage fees, was unlawfully accepting such fees.

Six manufacturers selling commodities to Reeves, Parvin through Tri-State and an independent field broker were also named as respondents.

**THE ORDER:** The Commission issued an order against all of the respondents in the case, requiring them to cease and desist from both the payment and the receiving of "fees or commissions as brokerage or allowances in lieu thereof."

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**THE GREAT ATLANTIC & PACIFIC TEA CO.**

**PRODUCT:** Retail grocery products.

**THE CASE:** (Under Sec. 2-c) The Annual report of the Federal Trade Commission for the fiscal year ended June 30, 1939, referred to the affirming of the Commission's cease and desist order against the Great Atlantic & Pacific Tea Co. by the United States Circuit Court of Appeals as one of the decisions determining "the most important questions arising in connection with interpretation and application of the brokerage section of the Robinson-Patman Act." This section (2-c) provides that it will be unlawful for any person in the course of commerce to pay or receive "anything of value as a commission, brokerage or other compensation, or any allowance or discount in lieu thereof" except for actual services rendered in connection with the purchase or sale of merchandise.

In its investigation of A & P's practice of purchasing commodities at prices involving concessions, the Commission found that the chain maintains, in key cities, central buying offices headed by field buying agents, whose jobs consist of finding sources of supply and buying commodities for A & P's 14,800 retail grocery stores, and of furnishing the company with market information. A & P contended that these agents also furnished the sellers from whom they bought merchandise with such services as exchanging market information, giving advice on methods for improving the quality of products, recommending container sizes, etc.

Prior to the passing of the Robinson-Patman Act, June 19, 1936, sellers paid brokerage to A & P buying agents "in the same amounts as were paid by the sellers to brokers acting as agents for such sellers." Shortly after the passage of the Act, A & P instructed its agents not to accept further brokerage from sellers but to make future purchases by one of the three following methods: "1. To purchase commodities and products . . . for a net price which was to reflect a reduction from the sellers' prices to other customers or from general market price, this reduction reflecting, in amounts, brokerage paid by the sellers to the field buying agents prior to June 19, 1936, being also amounts equivalent to amounts currently paid by the sellers to other brokers; 2. To execute 'quantity discount' agreements with the sellers providing for payment (to A & P) monthly as 'quantity discount' an amount equal to the brokerage paid monthly by the sellers to field buying agents prior to June 19, 1936; or 3. . . . To make an agreement with sellers whereby the sellers were to keep a record of the brokerage which they would have paid to the field buying agents prior to June 19, 1936, . . . and set up in 'abeyance accounts' on their books sums equivalent to such brokerage until the legality of making payments covering such amounts should be determined in the light of the Robinson-Patman Act."

**SALES MANAGEMENT**



The Commission's investigation revealed that A & P's agents purchased commodities in interstate commerce by each of the three methods; and that while the quantity discount agreements required A & P to purchase specified quantities in order to earn the discount, the chain in some instances received discounts whether or not the quantity purchasing provisions of the contract were fulfilled. The Commission further found that in transactions whereby the A & P field buying agent purchased commodities for the company, the services he rendered "were intended to be and were in fact rendered to" the company and that the agents "did not represent or purport themselves to be agents for the sellers nor render any brokerage service to the sellers."

**THE ORDER:** In January, 1938, the Commission issued a cease and desist order against A & P requiring the company to refrain from purchasing commodities at "so-called net prices" involving a price concession in lieu of brokerage; from accepting quantity discounts and other types of discounts in lieu of brokerage and from accepting "discounts and payments of all kinds representing, in whole or in part, brokerage on its own purchases."

Within the past six months both the United States Circuit Court of Appeals for the Third Circuit and the United States Supreme Court have upheld the Commission's order against A & P to cease and desist from accepting allowances and discounts in lieu of brokerage.

#### Decisions Under Sec. 2-f—

**Purchaser's liability for knowingly inducing or receiving a discriminatory price.**

##### MIAMI WHOLESALE DRUG CO.

**PRODUCT:** Wholesale drugs

**THE CASE:** (Under Sec. 2-f) Investigation into the case of Miami Wholesale Drug Co. showed that it operated under a purchasing policy which induced discriminatory prices in its favor from manufacturers of drug products. The Commission found that the wholesale drug company published "Miami Magazine," and signed contracts with manufacturers for advertisements in the publication, these advertisements to be credited on the purchase by the company of drugs and other products from the manufacturers in whose names the advertising was published.

Discrimination in purchase price thus obtained amounted to from 33 1/3% to 50% and enabled the respondent to resell the products he thus purchased to other wholesalers and retailers at prices lower than those commanded by its competitors for the same products, the Commission held. Furthermore the magazine was found to have no substantial value as an advertising medium.

**THE ORDER:** FTC issued a cease and desist order against Miami Wholesale Drug Co., directing it to refrain from contracting with sellers for advertisements in "Miami Magazine" to be credited to the company's purchase price of products.

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##### AMERICAN OIL CO. AND GENERAL FINANCE, INC.

**PRODUCT:** Gasoline and oil.

**THE CASE:** (Under Secs. 2-a and 2-f)

FEBRUARY 15, 1940

Respondent General Finance, Inc. ("engaged in business, among other things, of selling and financing the sale of taxicabs and leasing and operating of a gasoline station" in Washington) entered into a contract with American Oil Co., Baltimore, for the purchase of gasoline at a price "less than the posted retail tank wagon price." This gasoline was to be used by General Finance for its own taxicabs and was "not for resale in whole or in part to the purchaser's employes, or any other person, firm or corporation." Subsequent to signing the contract, however, General Finance was found to have resold the gasoline and oil it purchased from American Oil Co. to other taxicabs and to the public at the general retail price.

American Oil Co. then required General Finance to sign a supplemental agreement

providing that the purchaser should pay for gasoline consumed by its controlled taxicabs at the price set by the initial contract, but for gasoline to be resold at the price currently charged regular American Oil dealers. The agreement stipulated, however, that at the end of each month American Oil would credit General Finance with the contract price differential between the regular gasoline price and the price fixed in the first contract.

**THE ORDER:** Both companies were served with cease and desist orders, American Oil was directed to refrain from allowing General Finance to purchase gasoline for resale at a lower price than that allowed other dealers, and General Finance to refrain "from inducing or receiving the price discrimination."

*Mr. Executive:*

# CUT YOUR SALESMEN'S AUTO COSTS

*Leasing Is Less Costly Than Ownership*



**We will lease you a brand new car every year with "NO CAPITAL" investment to you or your salesmen.**

## FOUR WHEELS INC. HAS designed a national auto-mobile leasing plan that provides you with fleet operation at a minimum cost and effort.

### Just Think! OUR PLAN PROVIDES

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| <ul style="list-style-type: none"> <li>• New Car Every Year.</li> <li>• Unrestricted mileage at no extra cost.</li> <li>• Insurance (Fire Theft Collision).</li> <li>• Replacement of new tires at no extra cost.</li> <li>• All repairs include towing.</li> <li>• Greasing.</li> </ul> | <ul style="list-style-type: none"> <li>• License Plates.</li> <li>• Replacement of stolen or destroyed cars.</li> <li>• Anti-Freeze and delivery to point of service.</li> <li>• Purchase of your present equipment or your salesmen's equipment for cash.</li> </ul> |
|--|---|

Every item of expense, except gasoline and oil, Public Liability and Property Damage, is included in our leasing charge.

We furnish Plymouth, Chevrolet, Pontiac, Dodge, and other make cars.

**Save money on transportation problem worries. Our representative will be glad to explain.**

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*"All you do is throw the can into it—and then stand back."*



## Colorado Bills Auto Companies for "Chain" Tax on Dealers

If the State succeeds in collecting the bills sent to the motor makers, similar bills will be sent to a host of other manufacturers who have exclusive agencies within the State, such as those in the refrigeration and oil burner fields. Nineteen other states with chain store laws are eagerly awaiting the results of the Colorado test.

**BY HUGH E. AGNEW**

*Chairman, Department of Marketing,  
New York University*

**T**HE State of Colorado recently sent General Motors a bill for \$234,655 in taxes. A similar bill was sent to the Ford Co. for \$102,470. Chrysler, Hudson, Nash, Studebaker, and all the others received similar tax statements, for sums which totaled \$531,120. This includes fees for the last four years, which are scheduled at from \$2.50 to \$300.50 for each store or place of sales.

The State Tax Commission has been encouraged to believe that it will be successful in collecting these taxes because of a decision given by the Supreme Court of Colorado against Gamble-Skogmo, Inc., a company incorporated under the laws of Delaware.

It operates the Gamble Stores. Its principal offices are in Minnesota, and its business is selling such merchandise as automobile accessories, electrical supplies, tools, etc.

The company operates 230 stores in 20 of the northwestern states. Five of these are located in Colorado, and concerning these five there is no question of the application of the chain store tax. But, in addition, there were 30 licensed agents in the state, called "Gamble Store Agents." These agents were permitted to paint their store fronts the same as the stores owned by the company, but they might not call themselves Gamble Stores, which was the name of the company's chain stores.

It was the contention of the company that these agency stores were wholly owned by individuals and also were controlled and operated by their local owners. This contention was borne out by the terms of the contract, which provided that the Gamble Store Agent might not "designate the store as being owned, controlled, supervised, operated or maintained by the company," nor should the store "have any authority to make any binding agreement on behalf of the company as agent or otherwise."

The contract further states: "The retailer is an independent merchant who does and shall during the entire term of this contract, solely own, control and manage and supervise his own store."

### Proof of Centralized Control

On the other hand, the Gamble Store Agent was to buy its merchandise from the company or one of its stores and pay cash. While the store was not prohibited from handling competing merchandise, the essence of the contract was that all available supplies were to be secured from the company's stores or wholesale houses. The contract specifically required that the store agency should sell the Gamble merchandise, and the overwhelming volume of goods sold was of Gamble brands.

The same printed advertising material was prepared for its own stores and for the agency stores. The latter held the sales and charged the prices that were designated in that advertising. Also, the company made various suggestions about store arrangement, merchandise display, methods of accounting, and it directed the agency stores to report monthly to the company.

The company also made available to the agency stores a credit system by which they could accept negotiable paper which the company made it easy to discount and receive cash. This was practically identical to the credit system in the company's own stores.

The store operator granted the company, in case the contract was cancelled for any reason, an option to buy from the retailer within 30 days all salable merchandise purchased from the company's wholesaler at current wholesale prices, also to purchase all the store fixtures at current replacement costs and the privilege of taking over the unexpired term of lease for the store property. All of this is strongly reminiscent of the standard contracts between the automobile manufacturers and their agents, except the parts relating to means for

**SALES MANAGEMENT**

# FROM...

# Approach to Order



**SALEMASTER**  
*Visual Selling*  
**IS MORE EFFECTIVE!**



● The order to Lohengrin has ever been preceded by an approach as skillful as Mother Nature herself. The wiles of a swain after a maid are instinctive. The road to sales, unlike the altar-road, must be charted. By whom? By the executive in charge of sales. It is he who must plan the successful salesman's sales campaign—he must light the way with advertising and sales promotion, and guide the salesman at his point-of-sale. How? That, indeed, "is the question." How? The SALEMASTER! That, indeed, is the ANSWER!

### 3-IN-1 SALES CLINCHER

The SALEMASTER is the only salesman's kit that combines the three essentials of successful selling. 1) A visible sales presentation that guides the salesman from approach to order. 2) A complete catalog. 3) A handsome, zipper-closed, leather carrying case.

The SALEMASTER'S visual presentation is so flexible that local changes and conditions can be territorially adjusted. It is visibly indexed for fast reference. It may be inexpensively revised—and varied products may be sold with the one SALEMASTER by simply changing the visual sales presentation unit.

The SALEMASTER'S catalog section is loose leaf. Changes may be made, page by page, as prices or specifications are revised. It is UP-TO-DATE always because it's loose leaf!

### GET FREE FACTS

Write for a free demonstration and free literature. Please state the product or service you sell. SALEMASTERS are in use today by advertising agencies, publishers, utilities and manufacturers selling products that range from automatic heating equipment and coffins to refrigerators and soft drinks.

Find out now how the SALEMASTER is to sales what Mother Nature is to matrimony.

LOOSE LEAF DIVISION

**Remington Rand Inc.**

BUFFALO • NEW YORK



the company to take over the agency.

The chain store law of Colorado was passed by initiative on petition and has been once reaffirmed in the same way. Its principal provisions under which the State hopes to collect a tax are Section 5, which states: "Every person, firm, corporation, association or co-partnership, opening, establishing, operating or maintaining one or more stores or mercantile establishments within this state, under the same general management, supervision or ownership, shall pay the license fees hereinafter prescribed for the privilege of opening, establishing, operating or maintaining such stores or mercantile establishments."

Section 7 of the same enactment also states: "The provisions of this act shall be construed to apply to every person, firm, corporation, association or co-partnership, either domestic or foreign, which is controlled or held with others by majority stock ownership, or ultimately controlled or directed by one management or association of ultimate management."

### What Makes a "Chain"?

The part of the law which directly applies to the automobile agents is the statement "ultimately controlled or directed by one management." It is the contention of the State that the automobile agents are directly under the control of the manufacturers to the same or an even greater extent than were the Gamble stores under the control of the parent organization.

The ability of a state to tax chains is now well established. It has twice been carried to the United States Supreme Court and affirmed. According to the Louisiana law, there is a graduated tax on chain stores, increasing the amount as the number of stores in the chain increases. This is common to most of this legislation, but by the Louisiana statute the stores are to be assessed according to the number in the whole chain, not merely the number in that state. If there are a thousand units in the chain, only one of which is in Louisiana, that one will be assessed at the general rate for the whole thousand. The Supreme Court of the United States has affirmed the legality of this tax. The State of Colorado is also relying on a similar enactment.

To prove definitely that an automobile agent is under the same general management of the automobile manufacturer as every other automobile agent of that manufacturer, apparently is sufficient evidence to establish these agencies as a chain for purposes of

taxation under the Colorado law; provided that they are directed by one management.

If this were the only state having such a law and the automobile were the only type of merchandise that might ultimately be involved, it would be a strictly local matter. But, according to Professor John T. Lynch, chairman of the Department of Marketing of the University of Denver, there are 19 states which have similar laws, and presumably these laws could be extended to cover a large number of exclusive agents.

Radios, pianos, oil burners, mechanical refrigerators, and batteries are just a few of the items which are commonly sold by exclusive agents and for which a store sign is provided under loan agreement by the manufacturer, and for which at least a degree of direction is given by the contract which extends the agency rights. The very fact that this sign is uniform and that its use is strictly regulated by contract and must be given up at the conclusion of the agency relationship emphasizes the similarity of these agency contracts to the standard automobile contracts. For example, one of the Ford contracts reads:

The dealer will endeavor to have a proper Ford sign loaned by the Ford Motor Co., which the dealer agrees to use on his building. In the event this agreement is terminated or cancelled, the service dealer agrees immediately to remove the Ford sign and return it to the company.

This is a liberal statement of a legally phrased paragraph in the contract.

### Hinges on Central Control

The State of Colorado made much of the fact that when an agent is directed by the company as to just how he can handle his store signs, particularly the store front, then he is under the general supervision and direction of the company. A careful comparison of the standard contracts of the automobile manufacturers with their agents shows many similarities to the Gamble Stores contract. The term of expiration is put at 30 days upon notice of either party, but in each case the company is given the privilege, which amounts to an option, of taking over all the goods within a limited time. This, it was held by the court, was chiefly advantageous to the company. Similar items might be cited.

There are, however, a number of differences which may be held of sufficient importance to distinguish between the automobile agents and the Gamble Store Agents. With the stores, the merchandise would be

bought primarily within the state. With the automobiles, it was primarily a matter of shipping from the factory. That may possibly be sufficient reason for having all the transactions between automobile companies and their agents come under interstate trade and not subject to Colorado law.

In addition, Gamble-Skogmo, Inc., actually owned and operated five stores within the State of Colorado, and the operation of the Gamble agency stores was so similar to the admittedly owned stores that the strong assumption was that the management was the same. However, that is conjecture, and must be submitted to court ruling.

A paragraph of another Ford contract provides: He (the dealer) will not "use any form of advertising matter to which the manufacturer (Ford Motor Co.) objects." And again, "The dealer shall obtain from each purchaser a written order" on a blank furnished by the manufacturer. Is that directing or controlling an agent? If so, it may make the agent subject to the multiple sales tax of Colorado and its 18 sister states having similar laws.

In a wholly different field, the Nashua Mfg. Co., in extending an exclusive agency to its distributors, prescribes among other things a detailed list of seasonal discounts for selling Nashua blankets. Another provision specified definitely the amount that may be deducted from regular price if shipped to the customer direct from the mill. The court evidently would raise the question of supervising and directing an agent when terms of sale are specifically dictated.

### Philco Starts New Radio Program as a Test

Philco Radio & Television Corp. returns to the air sponsoring Wythe Williams as a news commentator on WOR. Program called "As the Clock Strikes" is in the 7:15-7:30 p.m. spot Mondays, Wednesdays and Fridays. Subsidiary Philco Distributors, Inc., N. Y. division, is the actual sponsor.

Mr. Williams, internationally known foreign correspondent, author, and editor of Greenwich (Conn.) *Time*, has made a name for himself and his paper with numerous scoops, news stories and predictions.

If Mr. Williams clicks with listeners, he will probably be moved to a network niche to plug Philco refrigerators, radios and air-conditioning to a wider audience.

McKee & Albright, Philadelphia, is the agency.



# **PREMIUM** IN ITS 35TH YEAR *Practice*

**THE NATION'S MARKET PLACE FOR  
PREMIUMS, PRIZES AND  
ADVERTISING SPECIALTIES**

*Write for details  
about the success-  
ful approach to  
this \$400,000,000  
annual market.*

**PREMIUM PRACTICE, 420 Lexington Ave., N. Y.**

# HOW TO INCREASE YOUR SALES UP TO 104%

*Read About the Actual  
Experiences of Advertisers  
Who Have Increased Their  
Sales by Using This New  
Premium Technique*

Today many advertisers have found that the sure and quick method to obtain a sales increase is to offer housewives smartly styled costume jewelry premiums — at extra good values.

For many years our company has worked together with advertising agencies and their clients planning and developing a large number of successful jewelry premium promotions.

Our satisfied clients have individually received sales increases as high as 104% — already more than 10 million boxtops and coins have been received by advertisers using jewelry premiums.

Our client X, manufacturer of a nationally advertised household cleanser, received during a recent twenty-five cent jewelry premium promotion returns that ran high in the six figure bracket; another client, whose breakfast food is a byword in this country, received more than 35,000 boxtops and coins in one day alone.

Our proven and invaluable experience in this highly specialized field is offered to those alert manufacturers and advertising agencies who recognize the potentialities of a proper jewelry premium campaign. No charge for this service.

**Ostby & Barton Co.**

Manufacturing Jewelers  
Providence, R. I. Branches: New York,  
Los Angeles, Chicago

Ostby & Barton Co., Dept. B  
118 Richmond St., Providence, R. I.  
I am interested in your proven method to  
increase sales. Please give particulars.

Your Name.....

Company.....

Address.....

## New Products and Markets

[From technical journals, bankers, company reports and  
other sources come these items that spell OPPORTUNITY]

A tremendous stride in air safety is at hand in the Flightray, Sperry Gyroscope Co.'s new multiple instrument indicator which makes "blind" landings possible. Perfected after four years of continuous research, this instrument will permit automatic landings, just as the airliners have automatic flight today.

The rubber industry faces new developments in the obtainment of American rights to the "Buna" rubber process by Standard Oil Co. of New Jersey from the German I. G. Farbenindustries. Standard is expected to license American tire or chemical companies to produce the rubber, the base of which would be butadiene. Standard's new catalytic refining processes permit the low-cost, large-scale production of butadiene.

Clark Equipment Co. has a new type automatic "booster" auxiliary engine, said to hold important advantages to truckers and particularly to those specializing in heavy duty, long distance hauling.

The "anti-noise" industry gets a further boost through the new model acoustical telephone booth of Burgess Battery Co., Chicago. This provides a zone of quiet for telephones used in factories, power houses and other noisy locations.

The pace of heavy construction may be sharply accelerated by National Engineering Co.'s new Simpson mixer. This machine, the largest ever built by the company, enables the preparation of a 5,000 pound batch of molding sand in about two minutes.

The ability of Glyptal (an alkyd resin) to maintain the pristine appearance of the hundreds of thin copper sheets of the General Electric Building at the New York World's Fair through long exposure has led to extensive experiments to develop use of this product for other industries.

Facsimile broadcasts (equipment by Finch Telecommunications) for home reception have been making progress under experimentation by broadcasting stations, including WOR. Recording sets (by Crosley) are about the size of a medium type radio and they record on a long strip of newstape the news, pictures, cartoons,

weather maps, etc. Over 600 home recorders are estimated to have been sold in 1939 in the New York metropolitan area.

A new enamel has been developed for concrete floors and rough, abrasive surfaces. Giving a strong, glossy finish, it may permit the enameling of surfaces hitherto considered impractical to paint.

The domestic War Department is studying dehydration as a method of food preservation which may be used for military preparedness. Dehydration is expected to find increasing usage in the food industry. One of the most promising systems is reported to be the Lyophile process, developed at Mulford Biological Laboratories. Rapid freezing is combined with quick dehydration under high vacuum without melting or fusing the original substance.

Having a possibility of figuring importantly in America's anti-aircraft defenses is the Tucker tank, which is equipped with three machine guns and a cannon, and can travel over 100 miles an hour. Tucker Manufacturing Co. is the producer.

Gripper-fasteners, made by Scovill Manufacturing Co., are entering a new field. The top button of a shirt, which has an aggravating way of parting company with the collar during maneuvers to connect it, is being replaced in one line of Arrow shirts. (Cluett, Peabody) with the metal fasteners.

Sutherland Paper Co., of Kalamazoo, Mich., has new transparent window cartons to set off fancy ice cream molds attractively and stimulate sales during the Winter season.

The broad ramifications likely by Nylon (basically coal, air and water) are evident in a new patent. The material apparently can be used to produce a strong, transparent window pane, flexible, stout, waterproof clothing, a robust patent leather, oilproof paper containers and other products.

A new type of insurance policy which is reported to cover patent holders against loss through litigation or infringement has been worked

out by National Patent Corp., Chicago.

\* \* \*

Effective efforts to cope with the ice industry's problem—a shrinking market—are being made by the Geyser Ice Co., Waco, Texas. The idea is that special water is used to make an ice which improves cooking—superior for soups, vegetables, etc.

\* \* \*

Industrial workers' safety may be further advanced through recent successful tests with a unique antiseptic cream that forms a pliable, thin and strong protective film over skin surfaces. Fume absorptions, burns and similar sources of dermatoses are blocked.

\* \* \*

Further progress in the heavy electrical equipment industry is made by G.E. through a newly designed oven of the forced convection type which has cut the time for baking induction by more than 80%.

\* \* \*

Goodyear Rubber's Pliofilm has a new application—a heat-sealed Pliofilm paper bag recently adopted by several large coffee roasters. Coffee is said to remain fresh for 60 to 70 days.

\* \* \*

A new plastic interior tile—"D. G. Modern Tile"—which is non-ceramic, is to be manufactured in a new plant of the Detroit Gasket & Mfg. Co., Marine City, Mich.

\* \* \*

Two University of California women scientists have discovered a substitute egg white, of soy bean extraction, lower priced than actual egg whites and not subject to spoilage.

\* \* \*

Modern road materials are veering from the normal in several instances; some parts of the South have cotton roads, Georgia has a road of flattened tin cans covered with packed sand, Australia has some rubber paving, Germany is adding powdered aluminum for firmness and night visibility and Paris is constructing some iron roads.

\* \* \*

Scientists of the U. S. Dept. of Agriculture have discovered that the ragweed imbues soil with a potency that enables the tobacco plant to grow faster and gives it the desirable qualities of tobacco grown on virgin soil.

\* \* \*

About \$30,000,000 is being invested by England in a new plant for the production of petroleum by the hydrogenation of coal.

PETER B. B. ANDREWS

FEBRUARY 15, 1940

## GREAT AMERICANS AT HOME

### NO. 3—CONSTRUCTION KING



... AT OFFICE,  
SPOTS BLUEPRINT FOR 110-STORY  
SKYSCRAPER WITH NO ELEVATOR  
DOORS ON THIRTY-FOUR TOP  
FLOORS... "RAISES ROOF"...



... AT FACTORY CORNERSTONE  
LAYING FORGETS HIMSELF... SAYS  
AMERICAN HOMES—NOT FACTORIES—  
MADE AMERICA GREAT...



... AT HOME,  
SPOTS FIRST WREN OF  
SEASON... RUSHES OUT  
TO HANG BIRDHOUSE  
HE BUILT HIMSELF...  
SURE, BUSINESS IS VITAL

BUT—

*It's Living that Really Counts..*

... and the fun of living is not confined to those who can afford custom-built birdhouses! Whether you are selling building materials or toilet soap, the market that really counts is made up of people with the desire and the wherewithal to buy. **The American Home** magazine—devoted exclusively to editorial ideas on living—today offers these people more ideas than any other magazine. ... Seems like a profitable market-place in which to show and sell your wares, because ...

Among major magazines, The  
**AMERICAN HOME** today is **FIRST**  
in percentage of:

... reader-families with incomes over \$20 a week\*  
... editorial lines on homemaking  
... homemaker readers per reader-family\*  
... circulation in Metropolitan Suburbs  
At a Mass Rate for Selective Selling!

Among major women's and home-  
service magazines, The **AMERICAN**  
**HOME** is **FIRST** in percentage of:

... total men and women readers per reader-family\*  
... reader-families with executive and professional family heads\*  
... circulation in Metropolitan Markets  
\*Starch, 1939

**OVER 1,750,000 FAMILIES LIVE BY**

*The* **AMERICAN HOME**

**THE MARKET-PLACE FOR IDEAS ON LIVING**



# How the Laundry Industry Is Being Sold Through "Trade Clinics"

The trade school built mostly around the idea of product demonstration, and sponsored by groups of equipment manufacturers, is proving a potent builder of sales to owners of laundries and dry cleaning establishments.

BY

RALPH ROCKAFELLOW

Former Editor, "Laundry Age"

THE manufacturers' "trade school" or "clinic," comparatively new in selling to the power laundry and dry cleaning industries, is just old enough to say it definitely is a success.

The clinic is best described by showing how it has been operated. A number of manufacturers of such diverse products as garment pressing equipment, tumblers, drying forms, special soaps and spotting specialties, jointly engage a hotel ballroom in Chicago, Louisville, Baltimore or Memphis for a Sunday afternoon and invite not only the owners of laundries and dry cleaning establishments within a 300-mile radius but *also the heads of their departments* to watch demonstrations of the latest and most efficient practice in their business. Usually a little vaudeville and a light luncheon relieve the straight "selling."

The plan works and works well. It worked in the cities just mentioned. It attracts the right people; it holds their attention; it convinces them of the need for using new equipment and new methods, and it advances the industry as a whole.

It costs money to stage demonstrations, but the cost per prospect or buying unit drops when a number of firms cooperate and stage their demonstrations before hundreds in the same afternoon—or the same week-end.

The clinics began under the auspices of large distributors who enlisted the cooperation of the manufacturers' experts in staging demonstrations of various products they handled. The response was so immediate and enthusiastic that distributors in other cities experimented. An occasional helpful talk on consumer selling problems was contributed by an advertising agency man or a trade paper

editor in this field. In recent years, particularly 1939, as the evidence of its effectiveness piled up, the manufacturers serving these industries grew increasingly cooperation-minded. How far can the clinic idea be pursued? On what scale can it be operated profitably?



So eager is the trade for practical help and information that many a laundry and dry cleaning establishment owner got up at dawn and drove several hundred miles to be able to attend the Wet Cleaning Clinic held in Cleveland by the Wilbert-Miller Co. of that city.

McCleary Bros., of Memphis, has experimented with the clinic for several years. More than 50 manufacturers cooperated when this distributing firm staged a three-day clinic known as McCleary's Trade School in March, 1939, at Memphis, immediately following the annual convention of the Southern Laundry-owners Association. The latter is a sectional group with members in Arkansas, Alabama, Louisiana, Mississippi, and Tennessee.

The Wilbert-Miller Co., Cleveland, also has pioneered. It sponsored a fur cleaning clinic on a Sunday, November 13, 1938, at the Lake Shore Hotel in that city; an educational course in cleaning, glazing and storing furs which attracted 250 Ohio and Western Pennsylvania laundry owners. On February 18, 19 and 20, 1939, it sponsored a Clinic Mart at the Cleveland Club; so successful an affair that it was not only repeated but expanded this year at the Statler Hotel on February 16, 17 and 18. In June 1939, this firm conducted a Wet Cleaning Clinic which coaxed a Sunday attendance of 300 to hear this one phase of dry cleaning given thorough discussion by experts.

When Alden Speare's Sons Co., Cambridge, Mass., held its third annual dry cleaning conference in Feb-

ruary, 1939, at the Hotel Bradford, Boston, more than 35 companies cooperated to present demonstrations at booths on all sides of the ballroom, and the Saturday-Sunday-Monday clinic attracted 600 dry cleaners, department heads and employees who heard five sessions of talks, which ranged from a half hour to two hours each. An informal dinner dance on Saturday evening was the entertainment feature. The booth exhibitors demonstrated steam irons, spray irons,

SALES MANAGEMENT

hosiery driers, leather finishers, curtain frames, daylight lamps, spotting equipment and fur cleaning equipment.

More than 400 dry cleaners and allied tradesmen attended a clinic conducted on a Sunday, September 10, by Carman & Co., at the Hotel Sherman, Chicago. It was the seventh successful clinic held in as many key cities in which this large distributing firm has branches. More than ten manufacturers cooperated, and the attendance at the Chicago meeting was drawn from six states.

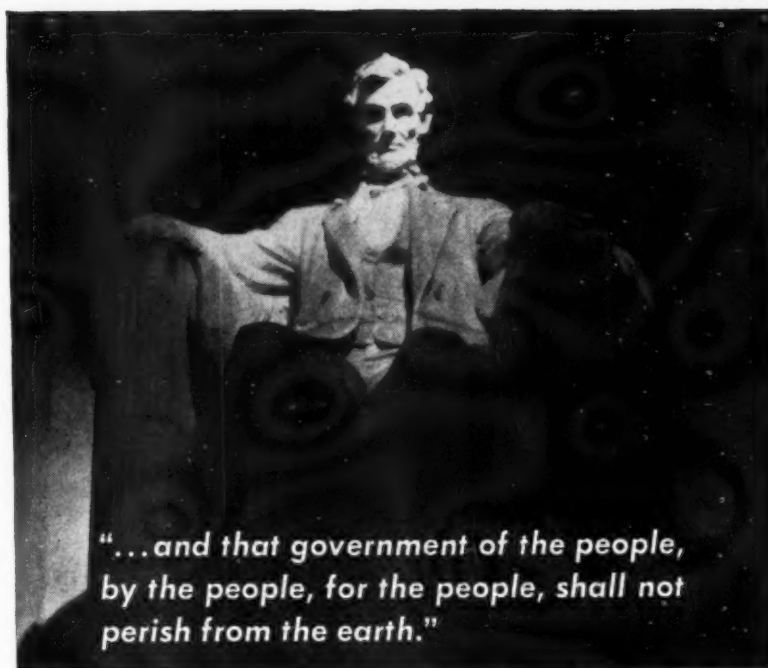
Dalglish & Co., Canadian manufacturer of chemical specialties, held its first clinic, a Leather Cleaning Trade School, in one of Toronto's large dry cleaning plants in October, 1938. About 100 attended a morning session, adjourned to a hotel for lunch, and returned for afternoon and evening sessions. Encouraged by its success, the firm expanded the next clinic to a three-day affair in September, 1939, at the Prince George Hotel, Toronto, and registered 248 guests. W. K. Dalglish, head of the firm, states that the actual cost of this school was just over \$2,000. The firm then scheduled a Leather Finishing Trade School at the Mount Royal Hotel, Montreal, on October 1, a Sunday, and attracted 65 guests. "As long as results are as satisfactory as they have been," says Mr. Dalglish, "we will keep on with the idea."

### Larger-Scale Efforts Planned

Through their association — the Laundry & Dry Cleaners Allied Trades Association — the clinic enthusiasts are now putting all their minds to the clinic type of mass selling. They went into a huddle at Atlantic City on October 1, and scheduled three large-scale educational clinics — each one on a three-day affair. These sectional clinics will be held at Atlanta on February 24, 25 and 26; at Boston, on March 8, 9 and 10; and at Kansas City, on April 6, 7 and 8; with others elsewhere to follow if attendance and interest fulfill present hopes.

Most state conventions last two or three days; most national conventions and their accompanying exhibitions last from five to eight days. Where then is the sales advantage of the educational clinics? The same demonstrations are often staged at both. Baldly, the advantage lies in the fact that the clinic so far has divorced itself from the convention atmosphere, mood, and politics. How long this separation will be maintained is impossible to predict. Buying good will of prospective buyers with lavish entertain-

FEBRUARY 15, 1940



"...and that government of the people, by the people, for the people, shall not perish from the earth."

## THE GREATEST FORCE FOR AMERICANISM TODAY IS THE AMERICAN LEGION

THE CREED of The American Legion is reflected in the editorial policy of The American Legion Magazine... owned, edited and published by Legionnaires... geared in its editorial content to the thinking of Legionnaires... read from cover to cover by 1,000,000 Legionnaires and their families.

Legionnaires are leaders in their communities... engaged in 32 all-American services for all Americans... earning incomes more than *twice* the national average, totaling 2½ BILLION DOLLARS ANNUALLY.

Your advertising in The American Legion Magazine taps this enormous reservoir of *Legionpower*.

## The American LEGION MAGAZINE

We welcome the opportunity to show a presentation demonstrating Legion activities and purchasing power. Phone The American Legion Magazine, F. L. Maguire, Advertising Director, 9 Rockefeller Plaza, N. Y. C. Circle 6-1930.

## TO REACH THE SMALL TOWN MARKET USE



TORONTO  
MONTREAL  
WINNIPEG  
LONDON, Eng.

**GIBBONS KNOWS CANADA**

**J. J. GIBBONS LIMITED • ADVERTISING AGENTS**

REGINA  
CALGARY  
EDMONTON  
VANCOUVER





"Keep the clinic practical," clinic proponents emphasize, "and keep it small enough so that the man in need of help can watch every move of the expert." This demonstration of the most efficient practice in pressing a man's coat scores high on both points. The demonstration includes the number of "lays" or times the press is closed down on the garment; how much of the coat is ironed at each time, and the order in which the lays should be made for quality work. The demonstrator is W. Ellzey Brown, director of Chicago's Modernization Clinic sponsored in December, 1938, by 15 makers of laundry and dry cleaning equipment.

ment is a hangover from the pre-war days when a vast amount of business was conducted in barrooms.

Sabotage of the clinic selling growth lies in the amount and kind of entertainment provided at these larger meetings. It also lies in the lack of strict adherence to the "educational" feature—demonstrating how to do a job better and make money at it. Inspirational talks by big names, by men unfamiliar with the problems of an industry; canned ghost-written speeches in the mouths of men who wish to be seen rather than to help—these are the common weaknesses of all convention programs.

The success of clinics already held has shown the more alert association officers—particularly the professional secretaries that the fundamental weakness of convention programs is the deficiency in brass-tack informative talks and usable advice such as the clinics are providing.

Association convention programs are at liberty to offer demonstrations of equipment and supplies—but makers of competitive products would undoubtedly argue that favoritism was being exercised. The neutral position ordinarily adopted by convention officers has its drawbacks. The clinic method in which the manufacturers fight out their own program behind the scenes has the merit of presenting a contented collective face to the buyers.

There is a considerable difference between the atmosphere of the educational clinic and the usual trade convention. At the clinics, maximum

emphasis is placed on demonstrations and a minimum emphasis on entertainment. This reversal of time-hallowed custom and of participation by the manufacturers' representatives is accomplished, of course, by the shift in control of the program. Ordinarily at conventions, because of having nothing to do with the program, the manufacturers' representatives concentrate on entertaining, usually with disastrous effect on attendance.

At the conventions as well as at the clinics, manufacturers reach for the bill. But as one executive said, when paying for a clinic, they can feel they have played host rather than sucker—and to better purpose for all concerned. Naturally the clinic enthusiasts are soft-spoken about these matters. If they can help it, they aren't going to antagonize any of the many association secretaries in the laundry and dry cleaning fields. They have no desire to fight them. They want to sell goods—not entertain—and the clinic offers a short-cut.

They are careful to point out that their grasp of program control implies no criticism of past convention programs, but rather their own attempt to offer instruction in improved methods. But the tendency in present program building—the billing of speakers on general subjects—indicates an effort to produce a complete super-convention show. The danger is that the schoolroom may be lost in the effort to please everybody.

Clinic success rests on demonstrations. The demonstrations could be given through educational motion

pictures, and frequently are. What then does the clinic add? Exactly what its name implies—an expert, present in the flesh, to answer questions which bother the individual. The question-and-answer period following a talk-demonstration is fully as valuable as the prepared material. These questions, in time, build up the expert's knowledge of what his audience wants to learn. Since the average man is too shy and tongue-tied to ask questions in the presence of a large group, and since too much is missed if he doesn't sit close to the demonstrator, there appear to be limitations on audience size.

Why shouldn't the clinic be operated as a show with a permanent theatre and regular demonstration hours? Eleven well-known manufacturers, non-competitive, established the Modernization Clinic at Chicago in December, 1938, employed an expert director, and attracted more than 150 owners and officials of laundries and dry cleaning plants in its first week. Re-opened in 1939 for several months, it gained steadily in popularity and usefulness and has additional value as a training school in new methods for operatives. Old equipment also was shown for purposes of contrast.

### Trailer "Tutor" Big Success

Alden Speare's Sons Co., fully satisfied with clinic selling, followed one tangent last Summer by outfitting a large trailer, called it a "Demonstrator," and sent it out to do a demonstrating job at each plant. It carried the equipment of more than a dozen manufacturers. In educational circles, this would be likened to the private tutor. It is neither mass education nor mass selling, though highly effective.

One of the bad features of the cleaning industry, from the manufacturers' viewpoint, is that it is divided into five groups. Any meeting whether local, state or national, of any one of these groups, never represents more than a small slice of the whole potential market. To a business man seeking to sell to the cleaning industries, the set-up sometimes appears more complex than it is. In one group he finds 6,535 commercial power laundries and 992 commercial linen supply plants.

In the hotels, hospitals and institutions he finds a second separate group of approximately 6,500—the institutional power laundries—primarily service departments concerned solely with production problems.

Then our business man sees thou-



sands of hand and Chinese laundries occupying basements and small stores. Most of these are mere agencies, their washing being handled on a whole-sale basis by large commercial power laundries. The power laundryowners look down their noses at both of them.

The best estimate on dry cleaning establishments is 12,000 which includes approximately 3,200 commercial power laundries which operate dry cleaning departments.

All these figures cover Canadian plants, as well as those in the United States.

The American Institute of Laundering, the national organization of the commercial power laundries, held its 1939 convention last October in the Municipal Auditorium at Atlantic City. It was a gigantic show, beautiful, spectacular and highly successful from many viewpoints. Exhibitors estimated they spent close to \$200,000 for space and the cost of shipping and installing exhibits, etc. About 1,000 laundry people visited the show. Only about 560 laundryowners bothered to register and attend the sessions. The official guess is that 462 buying units were represented—out of the 6,535 plants in the U. S. and Canada!

### Clinics Can Reach All

These 462 units undoubtedly represent a large percentage of the industry's buying power. The 2,200 members of the American Institute of Laundering claim to handle 80% of the national commercial laundry volume. But the need for reaching more prospects—for getting demonstrations before their eyes—is quite evident from these figures. Hence the interest in the educational clinic which selects a certain area, invites all the potential buyers and their key people, and getting them together gives them what they want—knowledge on how to do the job better and at a profit.

In the institutional laundry field, about 25 small groups of laundry managers in various sections have organized. They hold monthly meetings for the purpose of improving their status. They have invited the manufacturers to send them speakers and demonstrators for their meetings and they have profited greatly thereby. From the manufacturers' viewpoint, however, this effort is largely a long-range investment. The institutional laundry plant is usually a minor department; its manager is all too often only the washman, and he exerts but slight buying influence. Purchases in most institutions are handled by head housekeepers, superintendents, purchasing agents, general managers, and

other higher-ups.

About a score of manufacturers of laundry equipment and supplies attempt to reach these higher-ups by staging exhibits at hotel management and hospital management conventions. But the hope now is that the educational clinic possesses enough dignity and authority to interest these higher-ups and give them a smattering of the highly technical business that modern power laundering and dry cleaning has become. Then the institutional laundry manager, even though low-salaried, will be in a better position to have his suggestions understood and accepted.

The institutional higher-ups cannot be reached in any one or two advertising mediums. The field is split up

into 3,406 hospitals; 782 hotels; 1,361 asylums, penitentiaries, sanatoriums and clubs; 399 colleges, convents, and industrial schools; 161 Army and Navy laundries, and more than 200 miscellaneous industrial laundries for railways, department stores, etc. The responsible people in this diverse audience can be reached most economically with the educational clinic.

To be sold, a prospect has to be shown how he can use a product to his own advantage. And showing from 100 to 500 people at one time what a product will do for them is A-1 high-powered selling—though it may not have the surface appearance of it. In practice it is called the educational clinic!



Make your next sales-meeting a stimulating success. Show your salesmen your methods are up to date, that you want to help them sell.

### USE TALKING PICTURES TO TEACH YOUR SALESMEN

### How to SELL!

Modern Talking Picture Service can rent you expertly-produced talking-action sales pictures. Big companies and small have already proved these films will start your salesmen cheering—and chalking up bigger sales. The titles tell why:

How to Remember Names and Faces  
How to Win a Sales Argument

Word Magic

How to Make a Sales Presentation Stay Presented  
How to Make Your Sales Story Sell

Persuasion Makes the World Go 'Round

Write today for details. Inexpensive sales-films can make your next sales meeting the best yet.



TRADE-MARK REG. U. S. PAT. OFF.

**MODERN TALKING PICTURE SERVICE, Inc.**  
9 Rockefeller Plaza, New York City

Everybody in the grocery trade knows it, but few profit by the knowledge—that dealers cooperate most fully with the manufacturer whose promotion pushes not only his own product but as many related items as possible. Kellogg's "Get Your Vitamins in Food" campaign, which expands that "as many as possible" almost indefinitely, wins hundreds of such impressive displays as this and creates immeasurable good will—all while pushing Pep sales up, up, up.



## Kellogg Hoists "Pep" Sales by Climbing on Vitamin Bandwagon

Has the food industry been asleep at the switch on vitamin appeal while the drug industry has been raking in handsome profits from the sale of capsule vitamins? This story tells what happened when "Pep's" sponsors awoke to a significant sales opportunity.

"Quick to the market  
For crullers and tea,  
Pickles, a floor mop—  
And vitamin B!

"Out to the grocer's  
And, please, right away  
For catsup, some turnips—  
And vitamin A!"

H. I. Phillips.

**W**HEN the well known humorist H. I. Phillips devotes half of his widely read syndicated column to the fact that the grocers are now selling vitamins, in the words of Mr. Phillips himself, "Vitamins have arrived." A year ago, vitamins were as dead as doornails as far as the grocer was concerned. Today, the National Food Distributors Association rhetorically asks its members and the world "If vitamins are found in foods, why shouldn't they be sold with food-stuffs?"

But vitamins *are* sold with food-stuffs. They always have been. Vita-

mins are *in* every pound of string beans or butter, *in* every can of tomato juice, that passes over the grocer's counter. But the grocer had failed to cash in on this potent sales story. Meanwhile, the drug stores had built up the concentrated and synthetic vitamin product in five years to a \$41,000,000 annual business, third largest in the drug industry.

Aware of what the drug stores had done, and realizing that the public was fast becoming vitamin-minded, the Kellogg Co., Battle Creek, Mich., felt that it was time to hitch its wagon to the vitamin star. This it did, by launching a nationwide drive with its slogan "Get your Vitamins in Food."

"We knew," Earle J. Freeman, vice-president in charge of sales of the company, said, "that the natural place to get these important food factors was in the grocery store. However, the idea needed promotion. We decided to merchandise it, just as we

would a product. At the same time we would be building up business for one of our cereals."

Beneficiary of the campaign was Pep, the company's 30% bran flake breakfast food. For some time Kellogg had been asking "How can we increase Pep sales?" Were new distribution outlets needed? New packaging? A new sales angle? Or a new product? The statistical department had reported that the number of cereal eaters in the United States remained a static figure with little possibility of expansion. Wouldn't it be necessary, then, to establish the superiority of Pep to other brands?

Obviously, the old selling points were worn out or not sufficiently individualized. While the cereal was good for people, so were many other breakfast foods. It tasted good, but so did competing products. Nor could the bran content of Pep be played up exclusively, for Kellogg had 100% All-Bran on the market. Duplication of selling theme would benefit neither product.

As everyone knows, the value of cereals to the primitive races stemmed largely from the vitamin content of the whole grain in its unrefined state. Unfortunately, these valuable vitamins were too often milled out of modern food products. But man still



# *Sales Management Announces Its Eleventh Annual*

## **SURVEY OF BUYING POWER**

On April 10 SALES MANAGEMENT will bring out another of its big Survey of Buying Power issues. Ever since 1929 every one of these surveys has been an improvement over its predecessor in completeness, in accuracy, in practicality. The 1940 issue, our editors are convinced, will top all of the others in reader value. Here are some of the features:

**RETAIL SALES, 1939:** For every county, every city of 10,000, for each of 193 trading areas, readers will find exclusive dollar estimates of retail sales and percentages showing the unit's importance.

**EFFECTIVE BUYING INCOME, 1939:** For all counties, cities and trading areas, Effective Buying Income will be shown in dollars, in percentage, in per family, and in per white family. This is another exclusive SALES MANAGEMENT feature.

**\$1500 PREFERRED FAMILIES:** A new feature of the 1940 book are estimates (based upon more than two years of research work) of the number of preferred families in counties, cities, trading areas, states, etc. By preferred families, we mean those with incomes appreciably greater than are required to buy the minimum of shelter, food and clothing. Consumer purchase surveys made by the Government show that in a big city like New York those families with incomes under \$1500 have no surplus for savings or for making luxury purchases. In smaller cities and in certain

geographical sections, cash incomes down to \$1100 have the *equivalent* purchasing power of \$1500. *The new SALES MANAGEMENT feature will show the number of families with incomes equivalent to a \$1500 income in the biggest cities.*

**INDUSTRIAL INCOMES:** Another new feature of the city section is the ratio of factory wages in the particular city to the U. S. A. average. Here also will be given the value of manufactured products. . . . Also of interest to both marketers in the industrial and consumer fields is a

record of building construction in each city for the year 1939. Figures will be presented on the basis of dollars of building construction per one thousand families.

**ALL THE OLD FEATURES AS WELL AS MANY NEW ONES:**

The many valuable features on population, new passenger car sales, car registrations, income tax returns per 1,000, national buying power percentages and buying power indexes which have been a feature of recent issues of the Survey of Buying Power will be retained.

### **USEFULNESS PLUS EXCLUSIVENESS**

You get all the information below in the Survey of Buying Power — and only in this issue can you get it.

- In no other single volume can you find all of the essential population census material.
- Nowhere else can you find retail sales estimates for 1939, by cities, counties and trading areas.
- Nowhere else can you find 1939 passenger car sales, ratios, and registrations by counties.
- Nowhere else can you find Effective Buying Incomes by counties, cities and trading areas.
- Nowhere else can you find a scientifically-computed table of the number of families with an income equivalent of \$1500.
- Nowhere else can you find retail sales, income and population data summed up for the leading trading areas.

# *Sales Management*

420 Lexington Avenue

New York City



needed them, and a movement to give them back to him had begun. Several products on the market had already been reinforced with vitamins for this very purpose.

Thinking along these lines, Kellogg officers decided to enrich Pep with vitamins B<sub>1</sub> and D. This would give them a better product and a potent new selling angle. Vitamin B<sub>1</sub> is a natural factor of whole grain cereals and helpful in maintaining appetites and good digestion. Vitamin D, particularly important for children in helping bones to grow correctly, is found in but few foods. After considerable experimentation a process was evolved for fortifying Pep with these vitamins. Thus enriched, an average portion would supply more than one-half of a child's daily requirement for vitamins B<sub>1</sub> and D.

The first step in marketing was to sell the grocer the idea that vitamins are food. The second was to show him that by promoting vitamin-carrying foods he had a selling force beyond his fondest expectations. On every grocer's shelves are dozen of vitamin rich products. In promoting Pep, he would promote the others as well. In fact, it was this feature of Kellogg's Back-to-the-Grocery-Store-

for-a-Natural-Supply-of-Vitamins campaign that led to its success. True, Pep played a leading role, but butter, eggs, milk, and canned goods shared the limelight, too.

Through a dealer's portfolio Kellogg interpreted in practical, down-to-earth words the fundamental vitamin facts. In effect, they said: "Vitamins are definite chemical substances, necessary for growth and the maintenance of normal structure and function of body tissues. They are present in foods in very small quantities. The foods are in the grocery store."—and at this point they showed the grocer how he could present this knowledge to his customers through displays of actual foods. No special products were needed, they explained; only the simple every-day things sold in all stores.

Kellogg put behind Pep the most extensive consumer advertising program in the history of the product. Nine national magazines and magazine supplements appearing in over 50 Sunday newspapers carried the message that "Vitamins Are Food" and that Pep was newly enriched with two of these food factors.

Kellogg's 500 salesmen armed with charts, price cards and festoons pre-



Most important display piece was this market basket, which holds not only Pep, but milk, eggs, canned salmon, fresh fruit and green vegetables.

sending the idea, approached the chains and independent grocers' associations. They urged participation by groups. "Won't you," they urged, "persuade your entire chain to back this movement? We will supply you with all the material you need to put it over. We will set up sample exhibits for you to follow."

They went to individual grocers as well. If the grocer was short-handed they pitched in and strung the festoons that told the vitamin story. Or they helped him select the right groceries, meats and vegetables for the market basket displays that would bear the vitamin label. They emphasized windows, pointing out that a well arranged vitamin-window, by sheer novelty, would attract attention.

Kellogg issued to its branch offices over 85,000 festoons and grocery charts and over 65,000 price cards, all of them spreading the message of "Vitamins Are Food," all of them telling of Pep.

Contact was made with the promotional departments of the national magazines carrying the Pep story, and cooperation sought. Magazines with large promotional staffs responded willingly. Those unable to send men into the field turned out special mailing pieces, with reprints of ads, which they mailed to grocers throughout the country.

Since danger often lies in too much cooperation rather than too little, the Kellogg staff divided their districts with the magazine men. Result: Grocers were visited once, or perhaps twice, but were not bored into complete passivity by repeated calls. Mailing pieces were scheduled similarly, reaching the grocer at intervals of a week or so, rather than all at once.

Vitamin displays made their appearance in local grocery stores throughout the country. Grocers seized upon the "Get Your Vitamins in Food" theme as a new advertising approach in their handbill and local paper copy.

As Mr. Freeman says: "The Pep vitamin campaign was not just a shot

## SETTING THE PACE IN OHIO

# First

## IN TOTAL ADVERTISING Among ALL Ohio Newspapers

15,151,973 LINES

A Lead of 1,771,238 Lines over Ohio's second Newspaper. An Envious Record for 1939.

★  
Here Are The 1939 Totals from Media Records for Ohio's Six Leading Newspapers:

|                        |            |
|------------------------|------------|
| AKRON BEACON JOURNAL   | 15,151,973 |
| Columbus Dispatch      | 13,380,735 |
| Cleveland Plain Dealer | 13,142,860 |
| Cleveland Press        | 11,595,677 |
| Dayton News            | 11,417,571 |
| Youngstown Vindicator  | 11,376,200 |

★  
The SUPREME Test of Pulling Power of One of the Country's Most Influential Newspapers.

Let the Beacon Journal carry your sales messages to the entire alert, free-spending Akron market. For coverage, economy, and results this newspaper is an advertiser's ideal medium . . . that's why it leads Ohio in linage!

# AKRON BEACON JOURNAL

ESTABLISHED 1839

REPRESENTED BY STORY, BROOKS & FINLEY

**FOR 1940**  
**Roger W. Babson**  
**Says:**

"I am setting the sights high for Akron in 1940. Given favorable conditions . . . I would not be surprised to see the 1929 peaks broken some time during the year."

in the arm. Vitamin selling knows no week, no season, no time limit. It is not like a Promotion Week on a single product, forgotten as soon as the promotional pieces have been removed. It is not like a holiday season drive when turkeys or mince meat are emphasized to the exclusion of other products."

"As long as vitamins are elements of certain foods the grocer can be of service to his customers. He can show them that they are getting food value for every penny spent. And they will appreciate it, knowing that he is not merely trying to get something off his shelves, but is helping them to better living."

Encouraged by the reception, Kellogg is going after the vitamin market again. First, the grocer receives a folder called "The Vitamin Kidnapping Case" which explains in one and a half minutes reading time why his store can benefit from the promotion of vitamin foods. This is followed by a bright red and blue festoon calling attention to the five important vitamins and their sources. Vitamin markers to be inserted in market baskets have printed on the back simple instructions for the grocer with a list of foods containing that particular vitamin and reasons why it is important to health. A vitamin handbill mat is also furnished. In all of these, canned and dried fruits and vegetables are stressed as well as the fresh products, thus enabling the store to push its own particular brands of merchandise.

### "First New Idea in 10 Years"

Mr. Freeman sums it up by: "This 'Vitamins in Food' campaign is much like a child's education. You can't say little Mary is well educated after the first grade. She has done well. She has the potential ability to do more. So it is with vitamin food selling."

"Everybody has been satisfied with the vitamins' first grade in the grocery store. Without premiums or price reductions, Pep is ahead of the first ten months of the previous year. In fact, Pep has topped all other Kellogg products in its 1939 percentage increase."

"We can say in drawing our conclusions that this drive has rung the bell harder than any other Kellogg promotion; that it has directed public attention to food values; and that it has kept cash registers busy. To use the words of our friends, the grocers, it was the 'first new merchandising idea to hit the grocery trade in ten years.'"

# NOW! Conclusive Proof



THAT creating the desire to purchase is not enough.



THAT a large percentage of sales are lost because people who do not know where to buy a given nationally advertised product frequently get into the competitor's store to be sold some other brand.



THAT more than five times as many people know where to buy nationally advertised products when advertised at point-of-purchase by dealer signs, than when no sign is used.



THAT a dealer sign program is necessary to consummate the sales that make national advertising profitable.



THAT Artkraft Neon Dealer Signs offer the surest, best way of accomplishing the job and at lowest cost possible.

Write today for your free copy of the analysis of the certified survey made on 20 national accounts in 13 cities, ranging in population from 4,978 to 750,000, in 6 states.

Also write for the new publication, "How to Set Up a Successful Dealer Sign Program," with actual case histories of successful programs as used by representative national accounts. A copy will be sent to you free upon request.



THE ARTKRAFT SIGN COMPANY

GENERAL OFFICES, 1000 E. KIBBY ST., LIMA, OHIO, U. S. A.

*The World's Largest Manufacturer of All Types of Signs.*

SIGNS  
OF  
LONG  
LIFE





# ADVERTISING AGENCIES

## Lynn Baker Opens New York Agency

Announcing the formation of a new advertising agency to "specialize in packaged goods advertising, with particular attention given to merchandise which has five-and-ten-cent stores, drug and food stores as its primary distributive channels," Lynn Baker, former vice-president of Lord & Thomas, officially opened his own business offices February 1. The new agency, Lynn Baker Co., will maintain headquarters in New York.



Lynn Baker . . . will specialize in packaged goods for 5&10, drug and food store trade.

Blank-Stoller

Before joining Lord & Thomas, from which he resigned last month, Mr. Baker was for eight years associated with J. Walter Thompson Co., five years of that time as vice-president in charge of JWT's West Coast offices and two years as manager of new business activities in New York.

Accounts and additional personnel will be announced within the next two weeks.

## Sherman and Marquette Buy B & B-Chicago

Benton & Bowles, Inc., New York, made known the latter part of January the sale of Benton & Bowles-Chicago to two of the joint owners of the latter corporation, Stuart Sherman and Arthur Marquette, "because of problems which have arisen from time to time in both New York and Chicago in solicitation of new accounts competitive to products already held in the other office." Under the new ownership the agency becomes Sherman & Marquette, Inc.

With the exception of Edward Aleshire, also a former part owner of Benton & Bowles-Chicago, who resigned to continue with Benton & Bowles, Inc., Sherman & Marquette has retained the entire personnel of the corporation and is continuing to service the accounts of the former Benton & Bowles-Chicago. These accounts, representing an annual billing of \$3,000,000, the agency reports, include Colgate-Palmolive-Peet Co. (Cashmere Bouquet soap and Cashmere Bouquet beauty prep-

arations, Colgate tooth powder, Colgate shave creams, Halo shampoo and Vel Fine Fabric suds), Sterling Products Inc. (Dr. Caldwell's laxative), Griesedieck-Western Brewing Co. (Stag beer), Quaker Oats Co. (Quaker commercial feeds and Quaker Farina cereal) and Fitger Brewing Co. (Fitger's Nordlager beer.)

Benton & Bowles, Inc., continues as the advertising agency for 13 Colgate-Palmolive-Peet products, Continental Baking Co. (Wonder bread and Hostess cakes), Best Foods, Inc. (Best Foods and Hellman's mayonnaise and Nucoa), Richard Hudnut and Prudential Insurance Co. of America.

## Agency Notes

O. J. Hartwig has resigned from the partnership of Rosette & Hartwig, Inc., New York, to form his own agency, O. J. Hartwig Advertising Co., same city.

Weiss & Geller, Inc.—a new advertising agency with offices in New York and Chicago, formed last month by Edward H. Weiss, partner of McDougall & Weiss, Chicago, and Max Geller, a partner in the New York firm of Lawrence C. Gumbinner—has announced the following accounts being serviced by the agency: Twenty Grand cigarettes of Axton Fisher Tobacco Co.; Visking Corp., skinless frankfurters; and Selby Shoe Corp.

Geyer, Cornell & Newell, New York, has been elected to membership in the Audit Bureau of Circulations.

A new agency, Borelli Co., has been established in Philadelphia by Charles Borelli to specialize in newspaper and radio advertising.

Connelly Corp. is the name of a new Chicago agency formed last month by Will H. Connelly, former partner of Connelly & Duensing, that city. Mr. Connelly is president of the firm; Leslie L. Lewis, former managing editor of *Rotarian*, vice-president; and J. K. Connelly, secretary-treasurer.

Bradley Lane, Denver, has established Bradley Lane & Associates, Advertising, that city. Associated with Mr. Lane are H. B. Wilson, formerly with George A. Britten, Advertising, Cleveland, vice-president in charge of sales; Victor Croley, until recently with American Press Association, New York, copy director; and H. I. Simonson, production manager. Accounts to be served by the new firm include Powerline Co., petroleum products, and Capitol Life Insurance Co. of Colorado.

L. C. Cole Advertising Co., San Francisco, has opened an office in Los Angeles

to service the accounts of Tropical Plantations, Inc., fruit planters; Galen Co., KPF Electric Co., New York Fur Co. and Selig Bros. tailors.

## People

William B. Tracy, for the past two years associated with Arthur Kudner, Inc., New York, has joined Benton & Bowles, Inc., same city, in an executive capacity. Before joining Kudner Mr. Tracy was president of Tracy-Parry Advertising Agency, Philadelphia.

F. D. Plumb has resigned as advertising manager of American Ice Co., to join Buchannan Co., New York, as an account executive.



F. D. Plumb . . . from American Ice to Buchannan Co.

Chandler S. Woolley has been elected a vice-president of Morgan Reichner & Co., Inc., New York . . . Robert F. Degen, merchandising director of Kenyon & Eckhardt, Inc., New York, has been named a vice-president of the corporation.

Robert Degen (Below)



Chandler Woolley (Above)

Henry J. Kaufman, Advertising, Washington, has announced the addition to its staff of L. Hart Sanguinet as assistant production manager. Until recently Mr. Sanguinet was associated with Anfenger Advertising Agency, St. Louis.

Harold F. Reinhardt, formerly associated with Campbell-Ewald Co., Gray Garfield Lang, Inc., and Walter Pomeroy Studios, has been appointed art director of Creative Agency Associates, Detroit.

H. B. Humphrey Co., Boston, has announced the appointment of William L. Caffrey to its art staff. Mr. Caffrey's previous agency connections include Young & Rubicam, Lord & Thomas and McCann-Erickson.

David W. Stallard, for the past five years an account executive of H. B. LeQuatte, Inc., New York, has been elected secretary of the organization.

Brendan Sullivan, for the past three years associate editor of *Real Estate Record & Guide*, has joined Lee-Stockman, Inc., New York, as account executive specializ-



ing in real estate advertising and publicity.

Preston K. Babcock is now associated with the commercial department of the New York office of Doremus & Co. He was formerly sales promotion manager of Snider Packing Corp., Rochester, N. Y., and an account executive with Alley & Richards Co., Boston.

Cory Snow, Inc., Boston, has appointed Laurence O. Hobbs to its staff as art director. Mr. Hobbs was at one time a member of the art staff of Sutherland-Abbott Co., that city.

Edward J. Rohn, formerly with Compton Advertising and the former Cecil, Warwick & Legler, has joined the media department of Sherman K. Ellis, N. Y.

J. W. Pepper, Inc., New York, has announced the resignation of Norman Winter as vice-president in charge of radio activities for the agency.

Logan & Rouse, Los Angeles, has announced the following additions to its staff: Jerry Arnold, vice-president; Harry Brinckman, production manager and space buyer and Duncan Jennings, radio department.

Albert B. Hill has resigned as manager of the Raleigh, N. C., office of Eastman Scott Agency to become an account executive of McCann-Erickson, New York.

### Account Appointments

To: *Batten, Barton, Durstine & Osborn*, Buffalo office, Easy Washing Machine Co. . . . *Needham, Louis & Brorby*, Chicago, State Farm Insurance Companies. . . . *Brown & Thomas*, New York, Schenley Distillers Corp., to handle advertising for the company's 94.8 gin. . . . *Roth, Schenker & Bernhard*, Chicago, American Can Co., to direct the advertising and promotion of "Keglined" cans . . . *L. E. McGivena*, New York, Hudson's Bay Co., to advertise Hudson's Bay "Best Procurable" Scotch whiskey.

To: *Hays MacFarland*, Chicago, Wayne Pump Co., to handle national advertising for the company's line of gasoline pumps. . . . *Keelor & Stites*, Cincinnati, Zanol Products Co. . . . *Barton & Gould*, New York, Landers, Frary & Clark, manufacturers of household appliances. . . . *Erwin, Wasey*, Seattle office, Dentur-Eze, Inc., manufacturers of plastic material for relining false teeth. . . . *H. B. LeQuatte*, New York, Riverbank Canning Co., to direct the advertising of Madonna tomato paste.

To: *Oren Abrogust*, Chicago, Griffith Laboratories, distributors of spices, and Body Glove, manufacturers of foundation garments. . . . *Henry J. Kaufman, Advertising*, Washington, Carry Ice Cream Co. and Jos. Schloss & Son, Baltimore clothier. . . . *Cory Snow*, Boston, Hartney-Amalia, tree surgeon . . . *Albert Sidney Noble*, New York, French Potash Co.

To: *Frank Best*, New York, Norman Morris, Inc., to handle the advertising of Omega watches . . . *Campbell-Ewald*, New York, Sun Spot Co., manufacturers and distributors of beverage products . . . *Mears Advertising*, New York, Ogilvie Sisters, manufacturers and distributors of hair and scalp preparations . . . *Erwin, Wasey*, Chicago office, Victor Adding Machine Co., to direct advertising for the company's manual and electric adding machines . . . *MacGurney Advertising*, New York, Queen Valley Fabrics, Inc. . . . *Deutsch & Shea*, New York, Eastern Instrument Co., manufacturers of drawing instruments.

### C. of C. Posters Sell Business to the Public

"If you work for a living you're in business. What helps business helps you" is the message that 25,000 red, white and blue 24-sheet posters are conveying throughout the country for the Chamber of Commerce of the United States.

Space for the display is being donated by members of the National Advertising Association of America, Inc., national trade association of the outdoor advertising industry. Arrangements for the showing were made by Kerwin H. Fulton, a director in the Department of Domestic Distribution of the Chamber, and president of Outdoor Advertising, Inc., national sales representative company of the outdoor industry. The poster was produced by Gugler Lithographic Co.

In addition to the poster advertising, the Chamber's campaign will deal each month with the problems of a single industry. These discussions will be available in the form of reprints, they will be condensed in advertisements for use in newspapers and house organs, and in pamphlets and en-

velope enclosures for broad distribution.

Material that may be procured from the Chamber includes small ads for use on office bulletin boards or as slip-ins for letters, newspaper mats, electrotypes for magazines, and pamphlets for distribution to employees, customers, stockholders, etc.

### Advertising Campaigns

(Continued from page 21)

liver sausage promotion will open in May and will be treated similarly.

Point-of-sale promotion consisting of full color posters, 16x26 inches, will go to 200,000 meat outlets. Packers supporting the campaign account for about 90% of the commercial meat production of the U. S. There are about 375 of them in all. The packers were stirred into action by the knowledge that the current pork crop is the nation's biggest since 1933.

Back of the drive is an invisible organization—invisible to the public—which has divided the nation into 600 localities. Six hundred local chairmen have been selected and each of these

### ANOTHER CASE OF "CONSISTENCY PAYS"

Consistent advertising in the Jackson Citizen Patriot has increased the sale of Brooks Tobasco-Flavor Catsup for the Polly Super Food Mar-

kets from a case a month to a case a week! Another example of what happens when you advertise a good product to a good market through a good news-



paper. For further information, ask I. A. Klein, 50 E. 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.

## BOOTH

*Michigan*

Muskegon Chronicle • Kalamazoo Gazette  
Jackson Citizen Patriot  
Grand Rapids Press • Ann Arbor News  
Flint Journal • Saginaw News • Bay City Times

NEWSPAPERS

is organizing local packers, wholesalers, retailers and salesmen to put the drive over.

*Life* alone is being used in the national magazine field, but to reach the trade the Institute of American Meat Packers is buying single and double pages, in two colors, in such trade magazines as *National Provisioner*, *Meat Magazine*, *Meat Merchandising*, *Butchers' Advocate*, *Grocers' Bulletin*, *Progressive Grocer*, *Butchers & Packers Gazette*. Too, a free mat service will be supplied to dealers who may wish to do their own advertising in local newspapers or in handbills or mailing pieces.

Packers throughout the country are urged to develop supporting campaigns, with proper tie-ins, in their own territories. The larger Chicago packers are also arranging to support the campaign in a big way with their own promotion campaigns on both pork and liver sausage.

Two years ago the Institute carried on for a three months' period an institutional campaign aimed at the promotion of the sale of meats in general. During that campaign point-of-sale materials were sent out once each week to 250,000 outlets, but it was not accompanied with any consumer magazine advertising.

The current campaign on link sausages will be kept alive in meat outlets through March and April. Then, with warmer weather, the swing-over to liver sausage will be effected. Recipes showing a variety of pleasing ways to cook and serve pork sausages will appear in the initial *Life* advertising. Leo Burnett Co., Chicago, is the agency.

## The South Refutes Reports of Market-Killing Snows

(Continued from page 50)

first estimated, reported Cecil R. Warren, Miami *Daily News*. Instead of a 98% truck crop loss, it is now believed that one-fourth to one-third of the crop can be salvaged. "Fruit losses are found spotty, and shipments of matured fruit were made after the freeze"—naturally refrigerated. "Trees were unharmed." The potato crop is far from being the reported "total loss." Higher prices will partly compensate truck growers, and new crops will mature in 45 to 50 days.

W. B. Goodloe, national advertising manager, the Florida *Times-*

*Union*, Jacksonville, showed that the citrus growers, previously troubled with an over-supply and restricted shipments, "will get better prices for what is left." Celery also is advancing in price. The truck farmers, "using lights on their tractors at night, will have a complete new crop in six weeks. . . . Also, Florida has had the largest tourist season in its history, and this additional revenue will more than offset any . . . lack of buying of the farmers."

"About 60% of the citrus crop had been marketed before the cold wave and a portion of the fruit on the trees was salvaged by quick shipping," wrote Truman Green, advertising manager of the Tampa *Morning Tribune*. On the last three days of January, "913 carloads of citrus moved northward by rail."

The entire amount of the citrus industry in Pinellas County is "small in comparison to the 40 odd million dollars that 250,000 Winter visitors will spend here in the next three or four months," said Miss Vivian Selter, representing the St. Petersburg *Evening Independent* and *Times*. St. Petersburg tourist registrations "exceeded

all previous records, for January."

**Mississippi Unaffected:** "The buying power in the coast counties of Mississippi has not been affected by the unusual cold weather," reported W. G. Wilkes, co-publisher, Biloxi-Gulfport *Daily Herald*. "A slight loss" was indicated in livestock and fruit trees, but the "beneficial effects will outweigh the harm done."

**Louisiana Optimistic:** W. H. Weathersby of the New Orleans *Times-Picayune* pointed out in a detailed analysis that, although complete data were not yet available, the damage to Louisiana's major crops probably will be slight. The strawberry crop will be delayed. Sugar cane crop reduction from the cold probably will not keep Louisiana from producing "at least as much as its quota, enabling the farmers, at the same time, to receive benefit payments provided by the sugar act." The tung trees were not damaged. More than 75% of the citrus crop had been picked prior to the cold spell. Cotton, major crop of Louisiana and Mississippi, "was not affected," nor was the Louisiana, Arkansas and Texas rice crop.

# Marketing Flashes

[You May Soon Combine Train and Auto Travel]  
[Practically on One Ticket—New Orleans Mementos]

## Co-op Refinery

The cracking plant of Cooperative Refinery Association at Phillipsburg, Kans., is now turning out 11 carloads, or 88,000 gallons, of gasoline a day—the first high test gas ever produced cooperatively.

Consumers Cooperative Association, of which the refinery is a subsidiary, is wholesaler for 452 local co-op companies in nine states. Estimates place the individual members of the local companies at 120,000. CCA handles a wide variety of products for the farm and home, in addition to gas, lubricants, fly spray, etc.

The Phillipsburg refinery is connected to oil fields in three counties by a 70-mile pipe line (also co-op owned) which cost \$300,000. Pipe line, refinery, working capital represent an outlay of \$750,000. At capacity the plant will produce around 40% of the requirements of CCA.

## Books: 1940 Model

The auto industry has grown great because it has enabled Joe Average to

trade-in his jallopy as a down payment on this year's model. Taking a page from the motor men's book, Harper & Brothers, N. Y., is trying the same plan in publishing.

John Gunther's "Inside Europe" is the first Harper book in the experiment. Published in 1936, Mr. Gunther's explanation of "the men and events behind the headlines" has sold over 500,000 copies. A new edition, published February 2, brings the explanation up-to-date by deleting 10,000 words, adding 90,000. It contains about 265,000 words.

Owners of the first edition may trade it as a 50-cent down payment on the new edition, making the price to them \$3. Booksellers may sell the old model for whatever it will bring. Harper officers believe they can get more than 50 cents. If, however, they cannot sell it, Harper's will allow them a 50-cent credit on each copy.

Should the experiment succeed, it may result in an annual model of "Inside Europe." If events continue to whizz as dizzily as they are now, Interpreter Gunther will need to install

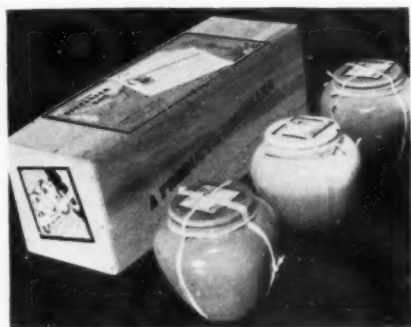
SALES MANAGEMENT



streamlining, steering wheel gear shift, etc., once a month at least.

## Pirate Pottery

More than a century ago, Jean Lafitte and his pirates disposed of their ill-gotten prizes by auctioning them at bazaars held in the swamps along the Louisiana coast. Eagerly sought by epicures of that day was the exquisite pottery that brought oils, olives and fine foods from France, Spain, Italy and the Orient.



Here's the Buccaneer Box.

A few of these identical pieces stand today, waist-high in the picturesque patios of New Orleans' historic French Quarter. With the realization that the 1,125,000 tourists who annually invade the city are constantly seeking a souvenir typical of its Old World charm, the recently-organized Louisiana Products Co., Inc., has succeeded in duplicating these pieces in miniature and offers them, as "Pirate Pottery," brimming with a trio of Louisiana delicacies.

Packed in a "Buccaneer Box" of highly-polished native woods and embellished with caricatures of pirates and a Louisiana "treasure map," are three pottery jars, three inches high, in old rose, yellow and turquoise, containing nine and one-half ounces of whole preserved strawberries, strawberry jelly, and orange marmalade.

The jars themselves, planted with a bit of cactus or a sprig of vine or used as cigarette containers or vases, make highly-decorative ornaments. Each is surrounded in the box by live, green Spanish moss which itself will eventually decorate many a northern sun parlor.

The complete assortment retails for \$2.50. No wrapping is necessary, as part of the map on the box cover forms a shipping label. The purchaser need only inscribe the name and address before mailing.

Selling outlets will be gift shops, department stores, hotels, cigar counters and other spots where tourist traffic is heavy, thus creating entirely

new outlets for foods whose sale is ordinarily confined to grocery stores and which, therefore, would seldom be seen by tourists.

The interest already shown in the new line in other cities indicates that the package will sell readily wherever Louisiana's reputation for fine foods is appreciated. Distributors are being appointed throughout the U. S., and national advertising will be launched when distribution plans are completed.

## Train-Auto Service

Passengers on 11 of the main western railroads may rent autos in over 150 cities to combine the "mobility of a car at certain points and the comfort of train travel for long distances" after May 1. On that date Railway Extension, Inc., goes into operation. Railroads already participating represent over 100,000 miles.

Under the plan a traveler may arrange for an auto before leaving his home town, or after reaching the city where he wishes to engage it. Reservations, of course, assure the car being available when wanted. A Railway Extension representative will meet him upon arrival of his train.

Some 2,000 current model five-passenger cars will inaugurate the service. Rentals which include gas, oil, maintenance and insurance, range from eight cents a mile for a minimum of ten miles, to six and a half cents a mile for a minimum of 1,000 miles a week. Rates are the same for one or five passengers.

Hugh W. Siddall, chairman of the Trans-Continental-Western Passenger

Associations, in announcing the plan, pointed out that it should be particularly attractive to vacationists and salesmen. Traveling on fast trains, they would have more time at their destinations to see people and places by car.

Negotiations are still under way between RE and other western railroads and it is expected that eventually the service will be available in practically every town of 10,000 or more in the West and South. Headquarters of RE are in Chicago. Edw. M. O'Shea and R. E. Rogers, pioneer auto distributors of Lincoln Neb., head the firm.

## Sterilseat

Sterilseat Sales Corp., Philadelphia, points out that since its introduction a few months ago the Sterilseat for sterilizing toilet seats has been adopted by the New Yorker and Pennsylvania hotels, Gulf Oil, Atlantic Refining, Edw. G. Budd Mfg. Co. Gimbel Brothers, and many other companies.

Employing the germ-killing rays of the Westinghouse Sterilamp, the device may be attached to any toilet. It consumes no more current than a small electric bulb. When not in use the Sterilseat is in a vertical position. To use, the seat is pulled down. After use it automatically returns for sanitization. "Ultra-violet rays quickly and effectively sanitize the toilet seat after each using."

Distribution and sales organizations are being established. Advertising will be through Lavenson Bureau, Philadelphia.

## ARE YOU SATISFIED WITH YOUR NEW ENGLAND SALES?

I know an exceptional man who could help some of our subscribers build their New England sales. He is now sales manager of a moderate-sized New England company and doing a superlative job, but it's a blind alley company for him because of an estate entanglement. He is a good salesman, a good organizer, a good trainer of men. He is a forceful public speaker, and has had a great deal of experience in addressing sales conventions, dealer meetings, consumer groups.

He probably does not know your line, but he is bright, hard working and adaptable. He would fit in very quickly. What he is looking for is an opportunity with a progressive company that isn't satisfied with its New England business. He isn't afraid to demonstrate his value before he gets an important title. He would start in as a salesman but you wouldn't want him there long. You would make him New England manager or bring him in to the home office.

He is 35, college graduate, married, with three children, and owns his own home. I am sold on him and I want him to get the opportunity he deserves.

**PHILIP SALISBURY, GENERAL MANAGER  
SALES MANAGEMENT**

420 LEXINGTON AVENUE

NEW YORK





### Newsweek's "Significance"

Next Tuesday, February 20, *Newsweek*, you might say, will be three years old. Although born officially in 1933, it was born anew in 1937. The new *Newsweek* is a different and more vigorous force in news-reporting and interpretation. It has become a major advertising medium.

The year 1939 did not deal generously in advertising to most magazines. General monthlies, on the average, were down a bit, general weeklies up a bit, and the women's magazines just held their own.

During 1939, however, *Newsweek's* dollar advertising volume rose 82%. On a lineage basis, *Newsweek* climbed from 28th to 11th among all the nation's magazines and from 11th to 7th among the weeklies.

This magazine last year added 137 advertisers. As to classifications: Banking was up 107%; business and industry (office appliances, services, etc.) up 90%; automotive up 87%; wine, liquor and beer up 80%. The year, as you recall, was not good from a travel advertising standpoint, especially European travel. And yet *Newsweek's* travel category gained 50%.

More advertisers of "quality" products and services are recognizing, and using, *Newsweek* because more of the kind of people who constitute their market are reading it and relying on it.

Between December, 1937, and December, 1939, *Newsweek's* circulation rose from 300,000 to 375,000. Current net paid exceeds 400,000. But this is only part of the circulation-and-market story.

Although only about 15% of its circulation is newsstand, as against 85% subscription, recently there has been an even sharper gain in newsstand sales. This business doubled, from 20,789 in December, 1938, to 42,800 in December, 1939, and the weekly average is more than 50,000 now. Presumably, it came largely from people who had read other people's copies of *Newsweek*, and who liked this magazine's coverage of events, and who are on the way to becoming subscribers.

From an ability-to-buy standpoint, *Newsweek's* readership rates high. A study by the Hooper-Holmes Bureau showed that the income average for all its families is \$4,851, and that 88.9% of its families are in business, executive and professional groups. Company officials and executives account for 39.3%, "others in business," ranging from technicians to clerical workers, 23.8%; professional, 25.8%.

The average *Newsweek* family, it was shown, consists of 3.3 individuals. Eighty-two per cent of these families reside in private dwellings, and 62% own their homes. *Newsweek* therefore can present a lot of data to indicate not only that they have automobiles, refrigerators, radios, &c., but are constantly in the market for new and better ones.

Some 375,000 news-alert-and-prosperous families have made *Newsweek* a part of their weekly reading because they believe

it is "The Magazine of News Significance."

In February, 1937, Vincent Astor's magazine, *Today*, was merged with *Newsweek*. *Today's* editor, Raymond Moley, became contributing editor of *Newsweek* and conducted a signed page called "Perspective." Vincent Astor was elected chairman of the board, and he and W. Averell Harriman became the chief financial backers of the new *Newsweek*.

Mr. Astor sought an experienced and successful publisher. In June, 1937, Malcolm Muir, president of McGraw-Hill Publishing Co., went to *Newsweek* as president and publisher. With him, from McGraw-Hill, went T. F. Mueller and M. W. Periner. Mr. Mueller is general manager. Mr. Periner, until his death last year, was advertising director.



A business paper background taught Malcolm Muir the value of having specialists cover the news.

The new management worked to develop not only speedy and thorough coverage of the news, but "authority" and "significance" in the interpretation of it. They were business-paper-trained men who recognized the need for experienced editors and field men who wrote for executives and technical specialists and who had to know what they were writing about. (Among the present editors of *Newsweek*, for example, there is a combined experience of 40 years in covering news, on the spot, abroad.)

The magazine closes "officially" at 9 p.m. Monday, to reach readers Thursday morning, but when the news warrants, it can stay open until 3 a.m. Tuesday. Thus in spot news coverage it is fairly close on the heels of daily newspapers.

Mr. Moley's page is not the only one concerned with "perspective." Other specialists were hired to provide it for various fields of human activity. Ralph Robey does a signed page weekly on "Business Tides," George Jean Nathan on "Theater Week," John Lardner on "Sports Week." Since the start of the European war Maj. Gen. Stephen O. Fuqua and Admiral William V. Pratt have started to provide weekly interpretations of the "War Week." These "opinion pages" are in addition to the regular news departments covering these and other activities.

Probably the most discussed and reader-compelling part of *Newsweek*, however, is "The Periscope." These two pages are intended to show "what's behind today's news, and what's to be expected in tomorrow's."

They are intended to provide, Mr. Muir said, a "third dimension" in news and news-interpretation—relating the future to the past and the present.

The reason some journalistic prophets are "without honor," as far as the accuracy of most of their predictions is concerned, probably is because they write glibly on hearsay and hunches.

"The Periscope" is edited by Edward W. Barrett, associate editor, under the supervision of Rex Smith, managing editor, and Mr. Muir, publisher. Seventy field men contribute to it. Started three years ago, "The Periscope" has proved, Mr. Muir believes, that it is "based on knowledge and measured judgment." Its predictions, covering a wide range of trends, from domestic politics, labor and business to European and Asiatic affairs, have been "88% right."

*Newsweek*, editorially, has refrained from verbal acrobatics. It tries to tell its stories simply, directly, briefly, with the help of pictures.

*Newsweek* is sold to prospective readers and advertisers simply, directly and briefly—and consistently. The newspaper promotion campaign runs regularly in several New York newspapers and the Chicago *Daily News*, supplemented by campaigns in other newspapers, in general magazines, in business papers, and a great deal of direct mail. Arthur Stein, promotion manager, is in charge of all this. The Thursday ads usually ask questions of current news significance for which the issue of *Newsweek* appearing that day has the answers.

The *Newsweek* people believe their magazine is going places because, 52 times a year, it is providing a lot of readers and advertisers with their answers.

### Magazine Friday

Friday, Inc., New York, will introduce soon a weekly magazine named after the week's sixth day.

Tabloid in size, with a special fold, printed on coated stock, *Friday* will be 45% pictorial; will carry photographs, cartoons, fiction, humor and news reports and articles by specialists on labor, business, science, "the war," politics, world affairs, sports, radio and movies.

Intended primarily for entertainment, *Friday* intends to have, however, a "hard-bitten editorial policy to arouse reader loyalty."



Daniel Gillmor will soon invade the weekly magazine field as publisher of *Friday*.

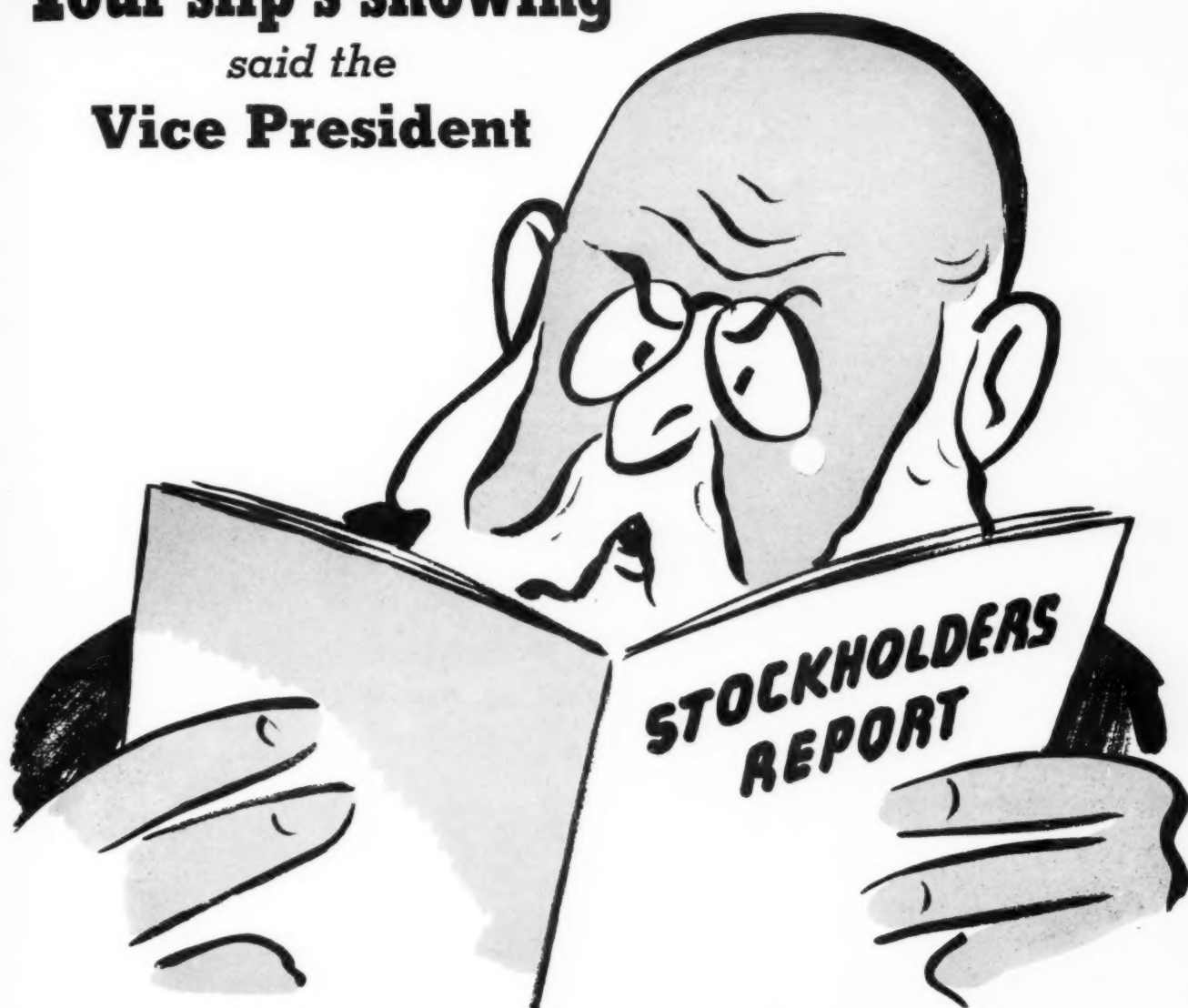
*Friday* will be sold on newsstands at ten cents a copy. First distribution will be in 71 eastern cities. This will be extended until national coverage is obtained. As each new area is opened, the magazine will launch an advertising and promotion campaign there. At the outset, *Friday* will run 504-line insertions in 32 daily newspapers.

Daniel S. Gillmor is president and publisher; Cameron Mackenzie executive editor, and Leverett S. Gleason circulation

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# "Your slip's showing"

said the  
**Vice President**



An executive who forecasts business these days on hunches or past experience may not only make a slip—he may be sliding to a fall. People who just guess what's behind sales increases or decreases usually wind up behind in sales.

Today, farsighted business men go in for prophecy only when they have something to give it ballast. Fundamentally they are out to get the facts and they know that to examine and coordinate the information means the use of scientific research.

#### 50 Calls or 50,000-CALL IN ROSS FEDERAL

These days keen advertisers and agencies are checking their opinions with consumers' ideas and preferences. They use the vast coverage of Ross Federal to explore business as it is and as it may be. For example: during the past 12 months Ross Federal made over 700,000 personal interviews, and over 400,000 coincidental telephone interviews. . . . Why not let a Ross Federal man tell you how modern research can help your business?

# ROSS FEDERAL

RESEARCH CORPORATION

**FIRST** with the Facts!

18 EAST 48th STREET, NEW YORK, AND 31 KEY CITIES FROM COAST TO COAST

FEBRUARY 15, 1940

[81]



and promotion manager. Charles M. Donahue will be advertising manager.

### What Viewers Want

The 2,000 owners of television receiving sets in New York City and vicinity prefer studio features, followed by outside special events pick-ups, film features and short film subjects, Alfred H. Morton, vice-president in charge of television, has reported in summarizing the first eight months of National Broadcasting Co.'s telecasts there. This audience, by the way, is increasing 10% weekly.

Highest rating went to a dramatic presentation of "Jane Eyre," lowest to a program from the New York World's Fair on Chinese National Independence Day.

Of 362 hours of programs for home viewers in this period, 38.2% were by live talent from NBC's Radio City studios; film telecasts, 31.9%; outside special events telecasts, 29.9%.

Average returns of weekly rating cards provided television set owners in that area have been about 39%.

NBC is spending nearly \$15,000 a week for television services. Although regular commercial telecasts have not yet been approved by the Federal Communications Commission, Mr. Morton said, "67 different advertisers have brought to us programs for transmission over our facilities," and various agencies are studying "programming and production with us."

Meanwhile, RCA has announced that a "radio relay method of transmitting television signals between cities is technically ready." This system, for example, could link New York, Washington, Boston and intermediate cities, and similar networks could be formed in other parts of the country. Relay stations would be established about every 30 miles.

### Network Gains Continue

The National, Columbia and Mutual networks in January all reported gains in billings over January, 1939.

NBC rose 9.2% to \$4,405,208, with the Red up 8.9% to \$3,496,393, the Blue up 10.5% to \$908,815. CBS climbed 34.2% to \$3,588,989, and Mutual rose 0.8% to \$317,729.

George Backer, publisher of the N. Y. Post . . . the city's oldest newspaper has had its face lifted.



Backer

### New New York Post

New York city's oldest newspaper, on Monday, February 5, became its "newest."

On that date the New York Post (estab. 1801 by Alexander Hamilton) appeared redesigned by Norman Bel Geddes.

Features of the new Post cited by George Backer, publisher and editor, are an easier-to-read body type; shorter headlines and fewer sub-heads, "avoiding repetition"; elimination of rules separating columns, "providing more white space and a more pleasing page impression," and more care

in assembling and departmentalizing news. Headings at the top of each page indicate the type of news presented on that page. To get readers to read all of a page, interesting features and stories are carried below as well as above the fold.

At the same time the Post started to carry exclusively in New York the foreign service of the Chicago Daily News.

### "Life Houses"

Sixty-eight "Life Houses" are now being constructed in key cities from coast to coast. The program is sponsored by Life with National Association of Real Estate Boards, department stores and builders. Eight designs developed for Life by a group of architects for low- and medium-priced homes are available.

Department stores cooperating include Kaufmann's, Pittsburgh; Gimbel's, Philadelphia; William Taylor & Sons, Cleveland; May Company in Los Angeles and Baltimore; Emporium, San Francisco; Palais Royal, Washington; Kresge in Newark; Scruggs, Vandervoort, Barney, St. Louis.

Ted Dealey succeeds his father as president of the Dallas News.



### Ted Dealey Heads Dallas News

G. B. Dealey, president of A. H. Belo Corp., publisher of the Dallas News, for the last 21 years, has been elected chairman of the board and his son E. M. (Ted) Dealey succeeds him as president. Other officers elected were James M. Moroney, vice-president and secretary, and Myer M. Donosky, treasurer.

### Fewer Circulation Come-ons

A drop of nearly 20% in circulation of daily newspapers from "special inducements" such as premiums and insurance policies in the last year surveyed is noted by the newspaper committee of the American Association of Advertising Agencies. The study covers ABC reports for years ended September and December, 1938, and March and June, 1939.

Only 2.7% of total net paid circulation of Sunday newspapers in cities of more than 100,000 circulation was currently obtained by such inducements, it was shown, as against 4.3% five years ago. The decline of such circulation of daily newspapers in these cities in this period was from 7.8% to 6.5%.

### Commemoration, New Style

Cincinnati Times-Star, 100 years old come April 25, will recognize the occasion with an edition based on "an entirely new conception of commemorative journalism."

The issue, for one thing, will be "home-made." It will not be done by visiting specialists in special editions. Times-Star readers will contribute material.

"The great bulk of pictures and editorial features we will run, for example," George Fries, general manager, told departmental

heads, carrying out and interpreting suggestions of Hulbert Taft, president and editor-in-chief, "will be fresh and original with us." The issue will be "written either by our own staff or contributed especially for the issue by men and women outstanding in various fields. . . . Family records, letters and other historic memorabilia," not heretofore published, also will be used.

"Congratulatory advertising," Mr. Fries added, is not wanted. Advertisers are invited to do a "complete public relations job in this market through this issue." To date, some 200 advertisers have said they would participate. Manufacturers as well as retailers have prepared special institutional copy.

The issue, in a dozen sections, will total about 250 pages. Advertising is being sold at regular rates, and total circulation, also at regular rates, is expected to be 50,000 more than usual.

### Magazine News

The Nation published a 100-page 75th anniversary issue February 10. . . . Woman's Home Companion, in its March issue, "recognizes California as an authentic style source comparable to Paris." . . . Saturday Evening Post, in recent promotion, lists 222 advertisers who have been in the Post 10 to 40 years and more. Eastman Kodak, 41 years, tops the list. . . . Due in part to the sale of 303,000 copies of its July New York City issue, average circulation of Fortune in 1939 jumped to 152,800. . . . Pacific Sportsman, San Francisco, has been named official publication of Associated Sportsmen of California, Inc.

Otis L. Wiese, editor of McCall's since 1927, has been elected a director of McCall Corp.

Demand for Fortune's tenth anniversary issue, on America, published last fortnight, was so great that the original print order of 150,000 copies was sold out the day after publication. Ten days later Fortune ran display copy in newspapers offering to buy used copies of this issue at the full price of \$1 a copy "to fill promptly at least a few of the subscriptions that are still pouring in."

This Week has reported to advertisers and agencies that its advertising lineage in the first quarter will be at an all-time high.

McCall's currently boasts "the greatest sale at newsstands of any woman's service magazine."

### Radio News

Gross time sales by broadcasting stations and networks in the United States in 1939 totaled \$171,113,813, gain of 14% from 1938, Broadcasting estimates in its 1940 Yearbook. Cash and frequency discounts, however, it was said, reduced the dollar volume to \$130,800,000, and agency discounts made further reductions. Of the total gross, 48.5% represented time sales by NBC, CBS and MBS networks, local time sales 27%, and national and regional non-network (spot) 24.5%.

WSAY, Rochester, became the 118th station in the Mutual network last fortnight. Six Texas stations have become "independent allied" with Mutual: WRR, Dallas; KFJZ, Fort Worth; KXYZ, Houston; KABC, San Antonio; KNOV, Austin, and WACO, Waco. Mutual service will be

SALES MANAGEMENT



continued to six other Texas stations. . . . KMPC, Beverly Hills, Cal., has become the 119th outlet of Columbia Broadcasting System. CBS also has announced lower rates for KGGM, Albuquerque, and WKAQ, San Juan, Puerto Rico. . . . WTOL, Toledo, will join the NBC Blue network February 18.

John Fox has been named assistant to Victor M. Ratner, CBS sales promotion director. . . . William F. Kiley Jr., has been appointed commercial manager of WFBM, Indianapolis. . . . Charles E. Morin is made sales manager of KSFO, San Francisco, CBS outlet in that city.

WLW, Cincinnati, is preparing a film on "fundamentals of radio engineering," for showing before advertiser and agency groups throughout the country.

WORL, Boston, has appointed Forjoe & Co. national representatives. . . . WSOC, Charlotte, N. C., has appointed Headley-Reed Co. national representatives.



H. K. Boice, new executive vice-president of Transcontinental Broadcasting System.

## Boice Heads TBS

H. K. (Ken) Boice, from 1930 to 1938 vice-president in charge of sales of Columbia Broadcasting System, has been elected executive vice-president and director of Transcontinental Broadcasting System.

George Sutton, Washington radio attorney, was elected president of TBS. George J. Podyen, New York, and William Porter, Washington, continue as vice-presidents, and H. J. Brennen and Robert Thompson, both of Pittsburgh, remain as treasurer and secretary.

The position of chairman of the board, formerly held by John T. Adams, was abolished.

## Business Paper News

S. R. Bernstein has been named editor of *Advertising Age*. . . . Technical Advertisers Association of Montreal, a chapter of National Industrial Advertisers Association, has issued a 102-page volume by Frank B. Thompson on "Canadian Circulations of United States Trade, Technical and Business Publications." . . . *Sporting Goods Dealer*, St. Louis, has published a 352-page 40th anniversary number, bound into which is the first issue of the magazine. Founded by Charles C. Spink, *Sporting Goods Dealer* has been under one management and ownership throughout this period.

Miss Eugenia M. Cousins has been elected vice-president of the *Financial World*, New York. She will continue in charge of advertising.

Mark O'Dea of O'Dea, Sheldon & Canaday, New York, has been elected chairman, administrative board, of the annual advertising awards sponsored by *Advertising & Selling*. He succeeds EARNEST ELMO CALKINS, who continues as a member of the board.

George A. Pope, assistant advertising manager of the *Foundry*, has been transferred to Chicago as advertising sales representative of that paper. Russell H. Smith becomes eastern advertising manager of *Machine Design*, and J. F. Ahrens is now eastern advertising manager of the *Foundry*, published by Penton Publishing Co., Cleveland.

## Newspaper News

Standard Rate & Data Service has reported that 101 newspapers throughout the country increased rates in 1939 while ten decreased them. . . . Society for Visual Education, Chicago, has prepared a silent slide film on "The Newspaper as an Advertising Medium," based on the Bureau of Advertising's presentation, "The Keys to Everytown." . . . *Polish Everybody's Daily* (Dziennik dla Wszystkich), Buffalo, has introduced on the front page of its Saturday magazine section a bleed two-color newspaper cover. . . . The New York *Herald Tribune* recently used 8½ x 11 sections of newspaper mats on a mailing piece to advertisers.

Monroe Green, formerly local advertising manager, has been advanced to advertising director of the New York *Journal-American*, succeeding Walter Merrill, resigned.

Harry C. Griffith of Bryant, Griffith & Brunson has been named president of the New York Newspaper Representatives Association. . . . Frank Stuart Meyers is appointed manager of the advertising department of the Huntington Publishing Co.

The Spokane *Spokesman-Review* published January 28 its "1940 Progress Edition," emphasizing pictorially the "Inland Empire of the Pacific Northwest." One of the five major sections on the resources, business and activities in that edition was devoted to the Grand Coulee Dam.

Stations KGO and KPO, San Francisco, cooperated actively in "putting over" the 75th anniversary celebration of the San Francisco *Chronicle* January 26. More than 12,000 people attended a "diamond jubilee" program at the Civic Auditorium.

Andrew J. Hendry has been named director of a new national classified advertising service of American Press Association. . . . J. Leo Sugrue has been shifted to Rodney E. Boone Organization's Boston office, where he will be in charge of automotive advertising for the Boston *Sunday Advertiser* and *Daily Record American*.

## "Smalltown": Big Market

The *American Press*, published by the American Press Association, devoted its February issue to the importance of country markets.

"Smalltown," it was said, is collectively the "biggest market in the U. S. A." The 67,000,000 people who "live, buy and read advertising" in towns of less than 10,000 population make about \$14,000,000,000 in retail purchases annually.

Places under 10,000 have a total of 758,458 stores, as against 342,135 in the 10,000-100,000 population group; 235,192 in the 100,000-500,000 group, and 318,176 in the over-500,000 group. Eighty-two per cent of all Ford dealers, 84.2% of all Chevrolet dealers are in the "Smalltown" market.

## TIME INSURANCE For Your Salesmen

the  
RULE-O-SCOPE  
by  
Bastian

THE  
3 In 1  
POCKET  
PAL



It's  
A Ruler  
It's  
A Letter  
Opener  
It's  
A Magnifier  
with fine  
lens

This item with its exceptional personal appeal will reduce the number of calls required to get the business.

FREE  
EXECUTIVES  
SAMPLE:

Simply clip your business card to your firm's letterhead and mail to . . .

**BASTIAN BROS. CO.**  
DEPT. PA ROCHESTER, N. Y.



**YOU'LL ENJOY LETTING THIS BELLMAN  
FRONT FOR YOU IN NEW YORK!**

When you check in at The Lexington, you'll immediately sense that the service here is truly *personalized*! No matter how long you stay—or how often you return—you'll always receive the same courteous attention by every member of the staff. Discover

for yourself how much more enjoyable it is to stop at "New York's friendly hotel!"

HOME OF THE  
FAMOUS  
*Hawaiian Room*



**Hotel  
Lexington**

CHARLES E. ROCHESTER  
Vice-Pres. & Mng. Dir.

LEXINGTON AVE. at 48th ST., NEW YORK

# Swamped with War Orders, Lockheed Prepares for Peace

(Continued from page 20)

But market research shows that there is another obstacle, a greater one, and perhaps the only obstacle.

Most of the air travel is done between our largest cities, and points where distance planes stop. Two-thirds of the people of the United States live outside large cities, not convenient to air ports. Travel grows on facilities that mingle people. By serving chiefly the cities, airlines are mingling the people of cities, but not of the country as a whole.

New airlines are needed, local "feeder" lines, to intermingle people more generally, bring new passengers to the big ports, and really increase the traffic.

Here is a new field for selling effort, an obstacle greater than the fear of flying. With feeder lines to reach

the people who are not afraid of flying, aviation will probably be able to forget the citizen who wants to keep one foot on the ground.

He's not getting any younger, and the boys and girls who are so eager about flying, who want to be pilots and hostesses, will be grown up tomorrow. By the time the industry has established feeder lines adequate to traffic, they will be passengers. For the development of these feeder services is not easy.

One difficulty is lack of capital. More people have to be attracted to aviation as investors as well as passengers. Only a few of the largest airline companies have yet broadened out into the investment field, so that their securities are widely held. Both the transport and to some extent the

aircraft building branches are trying to do big jobs with little money. The history of American industrial progress shows that an industry as young as aviation is today, goes ahead only when it has won the confidence of the investing public. Which means that it has demonstrated its stability, and its market.

Feeder lines will call for salesmanship, to interest local capitalists and executives capable of establishing them. They call for different types of planes from the distance liners, because they do not need the capacity of the liner, and they will run between airports not capable of sustaining the great weight of the liners.

Our designing department, guided by the research and sales departments, is today concentrating on three main types of passenger plane. First, the large de luxe liner; second, the medium or utility type, carrying fewer passengers, calling for a smaller investment, and capable of operating from average airports; third, the feeder type, carrying still fewer passengers, and capable of going anywhere.

Air travel is broadening out, and setting up cross currents. No single type of aircraft can be expected to do all the hauling. The demand is for different types, or sizes, to be operated in combination by large air travel lines, or singly by local companies.

## Needed: Cooperative Research

Aviation is still so young that it lacks a great deal of technical information necessary for its future progress. There is need for cooperation in setting up central laboratories for testing and research, so that planes can be built more economically; operated with profit on lower fares; and, from the manufacturing standpoint, be built more quickly, with adaptations to traffic needs as they develop with growth. Market research to show who the prospective new passengers are, where they live, between what points they want to travel, and so on, is part of this information-getting program.

While war orders for American planes to date have exceeded \$250,000,000, and all of our manufacturers have backlogs that will keep them busy for months ahead, Lockheed is not making any mistakes about the real function and future of aviation.

The first World War was a stimulant for aviation, transforming aircraft from popular marvels into everyday conveniences.

The present World War will further stimulate the industry—provided the real place of aviation, for everyday peaceful purposes, is not lost sight of in war's hysteria.

## FOR SALES IN THE SMALL TOWN MARKET USE



## King You!



WHEN you stop at the Book-Cadillac, whether you're our guest for a day, a week, or just for a drink, you will find that nothing is left undone to further your comfort and enjoyment. Here you are King... with our entire staff constantly on the alert to satisfy your wishes. Visit our beautiful Cocktail Lounge, Book Casino and Motor Bar.

## BOOK-CADILLAC HOTEL

1200 Rooms—Minimum Rate \$3.00

WASHINGTON BOULEVARD AT MICHIGAN AVENUE, DETROIT

W. O. SEELBACH, Mgr.  
W. J. CHITTENDEN, Jr.,  
Res. Mgr.



Directed by National  
Hotel Management  
Company, Inc.



# ABP Urges Advertisers to Put Power into Business Paper Copy

**S**ALES officers can help the business paper advertising of their own companies reach top effectiveness. They can do it by making sure their advertising managers and their advertising agencies inject into advertising copy the same kind of selling messages that their best salesmen use. This is a part of the theme of the "Tell All" campaign—an enterprise Associated Business Papers, Inc., is now conducting to encourage companies in putting a full selling load upon their advertising pages in industrial, merchandising and professional magazines. The main tool of the enterprise—a book called "Tell All—A Practical Guide to Successful Business Paper Advertising" will soon be distributed by the association of business paper publishers to everybody who has use for it. A current advertising campaign by ABP tells the story behind the book.

In addressing sales officers, ABP proceeds upon the established fact that advertising in business papers is the sales manager's own advertising because it speaks direct to the very people he has to sell. He takes so keen an interest in what goes into it that the association believes he will be guided by the "Tell All" book to supply his advertising people with the kind of selling material that makes business paper advertising pay.

## Case Histories Point Way

In one form after another the book advises its users to "tell the business paper reader all he wants to know" about the products or services offered—enough in every advertisement so that the objective of that advertisement can be attained. It does not deal with layout and how to phrase headlines and copy—leaving that technic to the advertiser and his counsellors. Instead it bears down on the selling power of the right message adequately presented.

The book is based upon the most thorough study ABP has ever made to determine what makes good business paper advertising do its full job. It contains many case histories of advertising that *has* done its job and analyzes the reasons why.

Frankly acknowledging that business paper publishers have not done enough in the past to help advertisers make their copy good, the "Tell All" book sets out to remedy this deficiency with newly collected exhaustive data.

It proves that "a reader can get no more out of a piece of copy than the advertiser puts into it. If it contains 2% of sales information and 98% guff, it will do a 2% job."

Incidentally the book makes the point that good business paper advertising can be prepared only by able advertising managers and advertising agencies adequately compensated—that "you can't buy that kind of copy skill with plugged nickels."

Stanley Knisely, ABP executive vice-president and Schuyler Hopper, assistant executive vice-president, addressing the New York Dotted Line Club of business paper salesmen February 5 said there is nothing "magic" or even novel in the "Tell All" program. They said it merely crystallizes well-known principles that too often have been forgotten by advertisers. The program frankly puts it up to management officers to equip their advertisements with selling facts just as they equip their salesmen.

## Generalities Not Wanted

Mr. Knisely and Mr. Hopper pointed out that too much advertising in business papers has been limited to bromidic generalities or boastful and unsupported claims and assertions made from the viewpoint of the advertiser, without sufficient careful study of the self-interest of the prospect. To help correct this, the new ABP campaign aims to stimulate more advertising copy that conveys interesting and helpful information to the readers—men and women who are reading business papers primarily to learn more about their own business and to be more successful in it.

As one proof that business papers are read closely by men in industry Mr. Knisely—lately advertising manager of Republic Steel Corp.—has released the results of a readership survey covering answers from 228 key employees in Republic Steel mills and offices and the company's manufacturing plants with their offices. It shows 95% receive one or more such publications regularly; that 73.7% in the mills and offices and 70.7% in the manufacturing plants and offices find business papers "essential" to them in business; that 83.3% in the mills and 95.2% in the manufacturing plants read the advertising pages "to keep abreast of my job. To keep up-to-date on new developments that may affect plant operations," etc.

## First Rule For Salesmen And Advertising Too!



Smart salesmen to Industry know that today the "purchasing agent" is a major Executive! That he alone specifies brands on hundreds of industry's purchases—even switching specified brands.

That's why smart advertisers to Industry are using "Purchasing," the Purchasing Executives' only national magazine. You should have full details. Address Conover-Mast Corp., 205 East 42nd St., New York City; 333 North Michigan Ave., Chicago.

## PURCHASING

Read By The Men Whose Job Is BUYING

## Marketing PICTOGRAPHS

There are two ways to assure yourself of copies for filing or distribution:

1. **Past Issues:** The 62 best Pictographs of 1937-1939 have been published in pamphlet form called, "A Selection of Typical Marketing Pictographs." Price, one dollar.
2. **For A Year Ahead:** A reprint service is available whereby once a month reprints of the current Pictographs are mailed you in heavy tubes. A 12-month subscription costs \$1.95. Additional subscriptions sent to the same address cost 60 cents a year each.

*Sales Management*

420 Lexington Avenue  
New York City



# SALES LETTER ROUND TABLE

[If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send in a Copy to This Department. It May Win.]

## Here's a First-Prize Winner That's Readily Adaptable

Practically all dealers are afflicted with the disease which I. Kell, of Elkhart Band Instrument Co., seeks to remedy in the following letter. It's as common as a cold in the head. Precisely because "Pendulumitis" is so prevalent, the letter can be adapted to many lines of business.

"Are you a fugitive from 'Pendulum Sales'? Do your sales hit a new high one month and drop to a new low the next?

"We have a prescription for 'Pendulumitis' which consists of the following ingredients: First take a good portion of 'Contacts' and add an equal amount of our direct mail advertising. Mix well and allow to work together. Then pour in a dash of personal follow-ups, fortified with a sample Elkhart for the inspection of the prospect. Finally, add an explanation of the time payment and trade-in propositions you have to offer.

"Result:—a sure-fire remedy guaranteed to put 'Pendulumitis' back where it belongs—on a clock.

"Expensive? Definitely not; in fact, it's very cheap. It costs you nothing but a portion of your time and a 3-cent postage stamp to send us the names of your better prospects. From this point we take over all expenses involved. We are enclosing a form for your convenience in sending us those names. . . .

"Let's grab hold of that 'Sales Pendulum' on the up-swing and keep it in that same direction."

## Note the Final Phrases in This Easy-Reading Letter

Selling so individual and intangible an item as the services of an advertising agency is an exceedingly difficult task. "Maybe you are good," says the prospect, "but my business is different. Competition is ferocious."

To convince such hard-to-sell prospects, to snare their attention, and to provoke inquiries is the purpose of this epistle by George Bijur, of the New York agency bearing his name.

"How would you like to have a waiting line in the stores, daily, of people waiting to buy you coffee, flour, or cereal?

"Sounds a little optimistic in a field so competitive as yours?

"Perhaps, but in another comparably competitive corner of the food industry, we've just helped bring about that very fulfillment of a sales manager's dream.

"If you've ever talked with a baffled restaurant owner as he looked with mournful helplessness over lonely clusters of empty

tables, you know that one thing New York certainly doesn't need more of, is restaurants.

"Yet, even though this branch of the food business is so overcrowded, so fiercely competitive that three out of four new enterprises go into bankruptcy within their first year, a new mass-appeal restaurant we helped open a month ago has enjoyed a three-hour waiting line every day since.

"Not merely a waiting line at 12:30, when luncheon traffic is at its peak; this waiting line stretches outside the door already at 11:30 when most restaurants have yet to serve their first order of tomato juice—and it still reaches to the elevators at 2:30 when ordinarily only a few stragglers remain, dawdling over coffee.

"What suddenly switched thousands of women from their long standing allegiance to other eating places, to McCreery's 'Big Top'? A novel plan based on a unique and encyclopedic knowledge of what women shoppers want and how to attract them—a knowledge built up year after year during our long experience behind counters, while directing sales and advertising and promotion for many of America's greatest chain and department stores.

"If you'd like to hear the interesting steps by which this unusual waiting line was brought about, or how similarly ingenious techniques might develop similar waiting lines for your products, we'll be glad to drop over for a chat. You've only to say 'When.'"

## Prescription for Prospects Off the Busier Trade Routes

Covering a far-flung sales territory is generally a tough job for even the most industrious salesman. Smaller buyers are, inevitably, passed by for the richer fields where orders—and commissions—run into big figures. But between the salesmen's wide-spaced calls competition gets its opportunity.

United Autographic Register Co., Chicago business systems firm, has found a letter following up a salesman's call—particularly when he won't be back for some time—plugs the gap effectively.

"Bill Wright has told us about the courteous interview you gave him a few days ago. Thank you.

"To one who sits in an office all day writing to present and future customers, it is always pleasing to rear that our representatives are received so splendidly—and, frankly, it makes one wish he could be along and meet folks like you. . . .

"Bill Wright may not be around your way real soon, so we're wondering if there is any way we can help—by giving you

additional information or by sending you samples of forms used by others in your line.

"If we can, please let us know. There'll be no obligation whatever—in fact, we'll consider it a privilege to do what we can."

## A Friendly Reminder Which Gets That Check—Cheerfully

Even a magician can't transform bill paying into a pleasure. Nevertheless, it would be *almost* pleasant to pay a bill to John M. Palmer, sales manager of Lee Clay Products Co., Clearfield, Ky. Mr. Palmer (whose efforts have been cited before in these columns) wields a persuasive pen.

Herewith one of his best examples, addressed to "Bob":

"Have you ever stood in line in front of a ticket window, waiting your turn? Usually you wait patiently if you see you are moving steadily toward the front . . . we all have had that experience. But suppose the line becomes broken . . . you see late comers push in ahead of you and get their tickets before you yet yours. You have a right to complain that you are not getting a fair break, haven't you?

"That is the way, Bob, we are beginning to feel about the account which you have been owing us since September 15. It is easy for us to believe that bills of less age than ours are being paid while we hold the bag.

"You would not intentionally discriminate against us, but we realize it is human nature to pay first the fellow who makes the most noise. The squeaking wheel is the one that gets the grease.

"Won't you please look over your bills now and see how close to the top of your file our invoice should be placed. Then, if you agree that our demand is fair, please send us your check for \$238.48."

## Prize-Winning Letters for January

I. KELL  
Sales Department  
Elkhart Band Instrument Co.  
Elkhart, Ind.

ROBERT A. SKINNER  
District Bond Co.  
Los Angeles, Cal.

GEORGE SCHEIB  
Credit Manager  
Kaufman's  
Champaign, Ill.

# Big Shows in Nine Cities Launch Standard Oil's 1940 Sales Drive

(Continued from page 22)

we are failing and to give us counsel and advice. *For down through the ages man has been guided out of all his difficulties by the Voice of Experience.*"

Then the lights of the speaker's pulpit fade out. Chimes are heard. Two lighted candles come slowly to full glow and between them is a large book. An off-stage voice speaks:

"I am the Voice of Experience . . . born of the hopes, ambitions, successes and failures of men . . . I speak from knowledge gained from the vast experience of many men who toil in the field of selling.

"At the beginning of each year wise men turn to me for help. Perhaps you, too, are saying today, 'Tell me, Experience, where I am failing, how I can do a better selling job in 1940.

"So let's all turn to that great treasure house of all who sell—"

## Errors and Answers

Scene by scene, on the various stages skits are given showing the common errors of salesmen when faced by recurrent problems. Here are some of the titles to the scenes:

"Cooling Off Hot Tips."

"Taking Too Much for Granted."

"Working Hard, But—"

"I Musta Been Blind."

An impressive bit of by-play was accomplished when one of the "actors" appeared with a \$20 bill in his hand. He said it would go to anyone in the audience who could answer a question he was going to ask. The bill was flicked around, sometimes in his hand, sometimes sticking out of a pocket. Finally the question came:

"Name any home owner who is not a prospect for some Standard Oil product."

He waved the bill:

"Speak! Ten seconds!" he challenged, looking at his watch.

Then he thrust the bill back into his purse.

The "Four Vital Questions" appeared on red panels. They are:

1. Who Needs My Product?
2. Am I Equipped to Sell It?
3. Do I Know What to Say?
4. What Is My Advertising Support?

One by one the questions were analyzed. Explanations were given. Points were acted out by the players. They were told how to cash in on each point. Then:

"When you stop improving your sales story you start slipping."

And:

"The modern salesman doesn't say 'just what happens to come into his head.'"

One scene made the salesmen present squeal with delight. A worried salesman, loaded with samples, made his way disconsolately across the stage. Suddenly he dropped about a half-bushel of papers which fluttered across the floor boards.

"What's that?" asked a second salesman downheartedly lugging his heavy sample cases. The reply was:

"Oh-h, nothing much. Just last night's mail from the office."

With that they stop and begin to discuss the possibilities of seasonal selling; getting the dealer to lay in his needs, a full line of products, in advance. They thresh it all out and the scene moves to a sales conference: "Thus an Idea Is Born."

We're sorry, but there was so much in the day's presentation that we can pick out only a few of the high spots. We'd say, however, that perhaps here is something new in technique in handling a sales meeting.

## A Second "Devil's Auction"!

Being an graying oldster, your SM Reporter can hark back to the turn of the century. At that time there was a stage show that played the one-night stands for a long time. They say it lived 20 years or more. It was called "The Devil's Auction." It started in a whirl of activity and bore on at top speed to the end—acrobats, midgets, clowns, dancers—fast and furious.

Somehow it seemed to the veteran reporter that for sheer action and the rush from one climax to another the men who made up the script and staged Standard's 1940 sales conference might have filched their ideas of timing and speed of action from that ancient classic. At any rate there wasn't a dull moment in it. It got and held the salesmen.

The staging and dramatic effects were by Jam Handy. The sound film was by Wilding. The experience was by Standard Oil Co., of Indiana. It was all worked out in cooperation with Standard's sales and advertising departments and McCann-Erickson, agency in charge.

## IS NEW YORK

α

## TOUGH MARKET FOR YOU?

If you have a knotty sales problem in New York and the East, very likely this man is your man.

Has 22-year record for producing profitable sales. Although thoroughly conversant with national markets, he desires to concentrate his efforts in New York and adjacent area as Branch Manager or Sales Manager.

Has managed men during 20 of his 22 years in the electrical, automotive and toiletry fields. Knows how to win earnest cooperation and hard work from salesmen; how to stimulate them to consistent, day-to-day sales performance. Practical experience in all functions of advertising, sales promotion, dealer helps, packaging, etc.

His experience covers close contacts in all of the distribution classifications shown below. His sales in each of these groups have run from several thousand up to more than \$1,000,000 a year:

### JOBBER'S

Electrical  
Hardware  
Automotive  
Radio  
Novelty  
Drug

### SPECIAL

Premium  
Dep't Stores  
Mail Order  
Municipal  
Gift  
Jewelry

### INDUSTRIAL

Electric Power  
Petroleum  
Telephone  
Shipbuilding  
Railroads  
Steamship Lines

Has completely reorganized export, production, credit, sales and shipping departments of several businesses, reducing costs and greatly increasing both sales and selling efficiency.

Personal references as to character and ability available from purchasing executives of more than a score of New York companies, most of which are leaders in their industries. Write in confidence for a complete prospectus.

Address:

Box 701

SALES MANAGEMENT

420 Lexington Avenue

New York City



## WANTED: A Manufacturer

who has a complete wood-working plant—without enough volume to keep it busy—or one whose work is so seasonal that it has "peak and valley" production.

We are prepared to offer such a firm for manufacture a line of newly designed products which have already been approved by syndicate buyers who say they will run into substantial volume. The products range from small utility items to furniture specialties. Most of them are designed for the mass market.

If you now have wood-working equipment and are neither hide bound by tradition nor allergic to new ideas, communicate with

Box 698  
**SALES MANAGEMENT**  
420 Lexington Ave., New York City

**The Smooth Redipoint**  
Action Pencil



REDIPOINT  
GIVES EXECUTIVE  
BACKING TO YOUR  
SALESMEN

MANUFACTURED EXCLUSIVELY FOR

**BROWN & BIGELOW**  
*Remembrance Advertising*

ADVERTISERS ST. PAUL, MINN.

**AMERICA'S No. 1 QUALITY  
GIFT—PREMIUM PRIZE**

Plain, or with Firm Insignia, Trade Mark, Product, Initials, embossed in color—give a ZIPPO and "be remembered more often." Lights anywhere. Lifetime Guarantee. Write for PRICE LIST & FOLDER ZIPPO Mfg. Co., Box 15 Bradford, Pa.

**ZIPPO**  
Windproof LIGHTER

\$2 UP  
RETAIL



**SO YOU'RE GOING TO  
ST. LOUIS! STAY AT  
Hotel Lennox**  
IT'S RIGHT DOWNTOWN.  
GOOD PARKING... AND  
MAN, WHAT SERVICE!

ALL ROOMS WITH BATH—RADIO RECEPTION

## SALES MANAGERS

want your salesmen — dealers to send in more orders? Let them hear our sales executive present new sales angles. He electrifies his audience. Those who've heard him, sing his praises and increased orders move in. Send for descriptive folder and testimonials proving results.

**BUREAU OF SALES PSYCHOLOGY**  
250 Park Ave., N. Y. C. (No obligation)



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.**

## Store Signs to Increase Dealer-Consumer Response

Do you have the problem of getting dealer cooperation, to the extent of large, attractive, permanent store display—inside and outside the store? In other words, do you use metal signs, neon signs, store-front identification signs?

If so—and a huge industry is operating to provide such material—you will be interested in "Signs of Long Life," a portfolio which combines illustrations of all types of such signs with testimonials from national advertisers and local dealers, with survey material proving the effectiveness of such signs by consumer recognition tests, with mechanical specifications, and scores of other items.

Illustrations of national sign users include Frigidaire, Lowe Brothers, Western Auto, Pittsburgh Paints, Crosley, Crown Overall, Hamilton Watch, Auto-Lite, Sealed Power Corp., Atlantic Ale, Westinghouse, Shell, Coca-Cola, and scores of others.

Contents of the portfolio include several general features: Neon Signs for Individual Buyers, illustrating store, theatre and hotel front signs; Customer Research Audited Surveys, showing replies of individual dealers, plus audited returns of surveys made for national accounts among numbers of dealers; and an Analysis of Dealer Sign Effectiveness.

Requests for this portfolio, which is looseleaf and file size, should be sent to Morton L. Clark, Artkraft Sign Co., Lima, Ohio.

## Have You Considered Leasing Cars for Your Salesmen?

A new trend in transportation of salesmen—the automobile leasing plan—has been developing for several years, and has progressed to the point where, according to best information, it is on solid ground. The plan provides for the annual leasing of new cars at a fixed rate. There is no capital investment for the client, no trade-in problem, no repair or new tire bills. Under the specifications set forth by the Chicago firm of Four Wheels, Inc., approximate cost per mile ranges from \$.0252, at 40,000 miles, to \$.0478 at 15,000 miles. Thus a car operated for 40,000 miles, at a normal six-cent mileage allowance, would cost \$2,400, as compared with \$1,009.50 under the Four Wheels plan—or a saving of \$1,390.50. The only expenses for which the client or his salesmen are responsible under the plan are fuel, property damage and public liability insurance. For details, write Four Wheels, Inc., 6116 N. Western Ave., Chicago, Ill., requesting "We Have a Plan."

## How to Stretch Dollars and Coverage in New England

"The New England Market presents an opportunity unequalled in any other regional area of the U. S., for the intensive development of a regional sales territory through the use of daily newspaper advertising. The unusually high purchasing power of 2,000,000 families coupled with the most compact regional retail market in the U. S. will make it profitable for manufacturers of consumer goods to concentrate their advertising and sales efforts in the New England Retail Market in 1940."

With this challenging introduction, the Advertising Bureau of New England Newspapers launches an exceedingly factual and, to this observer, logical analysis of planned newspaper coverage. In brief, it challenges the advertiser to examine carefully his New England newspaper schedules of the past, in terms of actual market coverage, and to enlist the powerful aid of local newspapers, and local newspaper advertising men, in addition to Boston newspapers, for much greater effectiveness. "In many cases," is the theme, "advertisers need only to limit their selection of Boston newspapers and then to add slightly to existing appropriations to reach practically every family in New England." And to illustrate, a 1939 campaign costing \$9,600, of 25,000 lines, reaching approximately 40% of the New England market, is contrasted with a suggested campaign which, for an additional \$2,300 would have given the advertiser a total of 104,000 lines, in 91 markets.

In support of this planned coverage of the entire market, the study cites retail sales per square mile four times greater than the rest of the U. S.—58% greater food purchases per capita—77% of the population in urban centers, and 70% of the 2,000,000 families within the city zones of the 91 individual markets in which daily newspapers are published. The study concludes with an analysis of circulations, showing local and Boston circulations in each of the 91 markets; together with detailed circulation and rate data. Interested? Write A. G. Glavin, New England Newspapers Advertising Bureau, 516 Statler Office Bldg., Boston, Mass., requesting "Bulletin No. 6, The New England Market and Its Daily Newspapers."

## Use Labels? Get the 1940 Informative Label Handbook

The once lowly label is no longer mere trademark identification. Today's label presents the facts upon which the consumer's purchase depends. Just how informative labels accomplish this task, comply with governmental regulations and meet consumer demands for specific product information is told in the 1940 "Handbook of Informative Labeling." In 64 pages, pocket-size, the handbook is designed to not only tell, but also show the most advanced developments in label practice. A section giving data desired by consumers and retailers, based on a survey made by the National Consumer-Retailer Council, shows by star indices the exact information wanted by both elements, for blankets, cotton sheets, kitchen knives, men's hosiery, and eight other commodity groups. Thirty-one pages of illustrations show actual outstanding labels, with seven additional pages of design suggestions. The handbook costs 50 cents and may be obtained from P. W. Robinson, McLaurin-Jones Co., Brookfield, Mass.



## PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

### EXECUTIVES WANTED

**SALARIED POSITIONS.** \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

**TO THE EXECUTIVE.** \$2,400.00 and up; this confidential service, established 1927, is geared to the requirements of the high grade man who wishes to profitably market his experience under conditions which assure, if employed, full protection to his name and present position. Send name and address only for details. J. T. Jennings, Dept. A, 9 Center Street, New Haven, Connecticut.

**EXECUTIVE POSITIONS** — The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. If your qualifications can meet exacting requirements, your name and address will bring details. The Executive Bureau, 700 Plymouth Building, Minneapolis, Minnesota.

### "FOTO-TONE" POST CARDS

#### "FOTO-TONE" POST CARDS

Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

### LINES WANTED

**SCHNEIDER SALES & SERVICE, INC., ST. Louis, Missouri, 4919 South Kingshighway,** wants products to distribute or sell or as manufacturer's representative. Present set up retail and wholesale—boats, outboard motors, marine supplies, complete service shop facilities. Salesman working territory. Prefer items with the largest sales possibilities from September to March.

**WELL TRAINED SALES EXECUTIVE, BROAD background in the industrial field, and well established in Central New York, with Headquarters in Syracuse,** desires additional products, wishes to represent several grade A products selling to the industrial field on a repeat-business basis. This man is an Engineering Graduate and has over fifteen years' sales and shop experience with industrial plants in Central New York. Address Box 699, SALES MANAGEMENT, 420 Lexington Avenue, New York City.

The FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-71: Territory: D. of C., hdqrs., that city. Wants motor oils.

Ag-72: Territory: D. of C., hdqrs., that city. Wants any meritorious product.

Ag-73: Territory: D. of C., hdqrs., that city. Wants lead pencils and stationery.

Ag-74: Territory: Colo., hdqrs., Colorado City. Wants products selling to hardware and seed stores.

### LINES WANTED (Continued)

Ag-75: Territory: Cal., Ore., Wash., Hawaii, hdqrs., San Francisco. Wants lines selling to jobbers of automotive hardware, mill and mine, plumbing or glass trades.

Ag-77: Territory: Lake states, hdqrs., Chicago. Wants any meritorious product selling to drug, department and variety stores.

Ag-78: Territory: Western N. Y., hdqrs., Buffalo. Wants industrial products, preferably metal items; also building specialties selling to jobbers and contractors.

Ag-79: Territory: Western N. Y., hdqrs., Buffalo. Wants lines selling to industrials, tool and machinery makers, either as manufacturer's representative or district manager.

Ag-80: Territory: All or part S. E. states, hdqrs., Birmingham, Ala. Wants additional lines to sell electrical and hardware jobbers.

Ag-81: Territory: Metropolitan New York, Phila., Baltimore, hdqrs., New York. Wants products selling to electrical mfgs. and jobbers, preferably motors and specialties.

Ag-82: Territory: Metropolitan N. Y., hdqrs., New York City. Wants novelty items for insurance companies or agents.

Ag-83: Territory: Los Angeles and Southern half Cal., hdqrs., Los Angeles. Wants products and merchandise of merit.

Ag-84: Territory: Wis., Ill., Ind., O., Min., Ia., Mo., hdqrs., Milwaukee. Wants advertised drugs, toiletries, cosmetics and sundries selling to drug, dept. stores, chains and syndicates.

Ag-85: Territory: Metropolitan New York, New Jersey. Wants meritorious products. Has warehouse and delivery facilities.

Ag-86: Territory: Metropolitan New York, hdqrs., New York City. Wants notions or housewares items.

Ag-87: Territory: New England, hdqrs., Boston. Wants industrial, building, lighting, hardware and cosmetic products selling to jobbers, wholesalers and department stores.

Ag-88: Territory: Pacific Western states, hdqrs., Pasadena. Wants American-made art merchandise for all-year specialization to wholesale trade.

Ag-89: Territory: Denver, Los Angeles and intervening states, hdqrs., Denver. Wants any meritorious product.

Ag-90: Territory: National, hdqrs., Buffalo. Wants attractive items to be sold by mail.

Ag-91: Territory: Metropolitan N. Y., hdqrs., N. Y. Wants exclusive distributorship for nationally advertised line in electrical, hardware, automotive, toiletries or drugs. Will invest in right product.

Ag-92: Territory: Mich., N. W. Ohio, hdqrs., Detroit. Wants products selling to plant, power & production engineers, chemists or metallurgists in industrial concerns. Self-sustaining line or two non-competing lines.

Ag-93: Territory: Cal., hdqrs., Los Angeles. Wants lines selling through grocery & drug trade.

Ag-94: Territory: Philippines, hdqrs., Manila. Wants auto accessories, electrical supplies, hardware, paper, stationery, chemicals, dyes, cutlery, silverware, brass & leather goods, textiles, drugs.

### POSITIONS WANTED

**SALES EXECUTIVE** 10 years' experience with manufacturer selling automotive jobbers; 6 years developing sales and merchandising plans large automotive chain store organization. Exceptional ability directing and training selling personnel. Capable taking full charge or assist busy executive. Well educated, clean record, gentle. Desires connection Chicago territory. With present firm six years. Could make investment. Address Box 695, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

**TOP SALESMAN IN NEW YORK SPECIALTY** organization, looking for broader opportunity. Don't profess to know everything about selling, but have demonstrated own ability and present organization offers no promotion. Welcome change from specialty to product selling. Advertising, research, and sales training experience valuable asset as assistant to sales manager. Can build sales kits and presentations, and what's more, make them produce. Christian—married. Prefer New York as territory, but can go anywhere. Box 700, SALES MANAGEMENT, 420 Lexington Avenue, New York.

### POSITIONS WANTED (Continued)

**RESEARCH DIRECTOR AVAILABLE**—WIDE experience in planning and interpreting marketing studies. Box 702, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### REPRESENTATION WANTED

**PRODUCT.** Playing Cards as side line for man now carrying stationery items. Territory open, Missouri, Kansas, Virginia, West Virginia, Kentucky, Western Tennessee, Arkansas. Box 696, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

**PRODUCT.** Mineral wool insulation for homes and buildings. Distinctive product that brings repeat business. Selling through dealers to building contractors and architects. Many open territories. Nationally known manufacturer. Product advertised in leading home magazines. Box 694, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

**THE FOLLOWING MANUFACTURERS HAVE** filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-33: Product: Automobile body solder and spray gun solder. Territory open: Those centered by Detroit, Cleveland, Chicago, Indianapolis, St. Louis, Kansas City, Denver, Los Angeles, San Francisco, and Seattle.

Mf-34: Product: Lingerie selling to retail and specialty shops. Territory open: Ind., O., Mich., N. Y., excluding New York City, New England.

Mf-36: Product: Artificial food reproductions sold to restaurants, meat markets, electrical stores, etc. Territory open: East of Mississippi.

Mf-38: Product: Metal turning lathe. Territory open: National.

Mf-39: Product: Steam unit heater and exhaust fan, for stores, offices, industrials. Territory open: National.

Mf-40: Product: Hardware item to be sold to chains and jobbers. Territory open: N. Y.

Mf-41: Product: Drug item to be sold by state, district, or county representative as side line or only line. Territory open: National.

Mf-42: Product: Water and metal treatment for boilers for industrials and buildings; hot surface paint for stacks, etc. Territory open: Chicago, Ill.; N. Y., N. J., Mo., Ind., Mich., Wisc.

Mf-43: Product: Office specialty, selling direct to commercial houses federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-46: Product: Printing and advertising novelties, calendars, fans and printed gum tape. Territory open: National.

Mf-47: Product: Advertised drugs, toiletries, cosmetics and sundries selling to drug, dept. stores, chains and syndicates. Territory open: Wis., Ill., Ind., O., Minn., Ia., Mo.

Mf-48: Product: Roof ventilators, sold to roofing, sheet metal and heating contractors. Territory open: East of Mississippi.

Mf-49: Product: Battery compound for prevention of corrosion, sold through auto accessory, service station dealers. Territory open: National.

Mf-50: Product: Paint line selling to dealers, industrial maintenance, contractors. Territory open: Northern N. Y., Western Pa., Md., W. Va., New England.

# COMMENT

BY RAY BILL



**C**RIME ON OUR DOORSTEP: In the February 1 issue *SALES MANAGEMENT* reported the results of a survey made among seniors in 12 colleges and universities to determine the attitude of these men toward selling as a career. The returns were shocking. An alarmingly large number of those interviewed think of salesmanship not as a profession, not even as a business—but as an “undesirable racket or as work for morons.”

The publication of the findings brought some vociferous comment from our readers, especially from the type of sales executive who has devoted some thinking to long-range problems of distribution, and from the man who has made a hobby of developing well-trained man-power in his own organization. Just as an ethical and high grade lawyer bitterly resents the damage being done to his profession by the shyster, so do these capable and intelligent sales executives resent what has been done to salesmanship by the type of manager who has misused and manhandled and exploited the men who have come under his direction.

The far too prevalent practice of throwing into the field large numbers of men who are utterly unequipped for selling work, either by experience or specialized training, is subject to indictment from three distinct standpoints:

1. It is bad management because a high rate of man-power turnover is more expensive to a company than proper sales training. A sales program that attempts to achieve its goals under the handicap of a continuously changing sales force cannot succeed. And there is no way to calculate the value of the loss of prestige which a company suffers under these conditions, or the damage to its good will and public relations.

2. It is condemnable from the human standpoint for what it does to break the spirit of the men who are thus exploited.

3. And, finally, it is significant to any thinking man for what it is doing to divert potentially capable man-power to other professions, and to stigmatize salesmanship in the eyes of the public.

Most economists agree that in finance, in engineering, and in production we are relatively far more efficient than in distribution, and it is distribution that needs refining and perfecting if we are to reduce corporate losses and create more jobs. What a paradox it is, then, that such a large proportion of the next generation of career men looks

upon salesmanship as a racket which holds no appeal for them, offers no challenge to their talents. What a paradox that salesmanship has neither seen the need for, nor been able to sell itself!

It is all too clear that the future of distribution lies in the hands of sales-minded executives who are now in the saddle. If the cream of American youth continues to be drained by other professions which bear a better reputation, we shall lack sufficient trained sales brains to carry on at the end of our tenure. Every phase of industry must transfuse into itself new blood and balance the conservatism of older management with the fresh point of view of youth. Otherwise it decays.

The initiative in formulating some long range program to combat the state of mind reflected in the *SALES MANAGEMENT* survey should be taken by the National Federation of Sales Executives. Perhaps this group could reveal to one or more of our big national foundations the need for setting aside a fund to underwrite an organization which might be called “The National Foundation for the Advancement of Distribution.” However it might be done, the need for some such program is clear, and the urgency of that need cannot be emphasized too strongly.

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**“A**DVERTISING: IS IT WORTH WHAT IT COSTS?”: This is the title of an address delivered at Williams College a week ago by Paul Hollister, executive vice-president of R. H. Macy & Co.—one of the best dispassionate discussions of the economics of advertising which we have ever heard. We urge every sales executive who has the problem of “selling” advertising to his board, every executive who feels the need for “justifying” money he is now spending in advertising, and every media man who makes his bread and butter out of the sale of advertising, to attempt to obtain a copy. “Advertising done in the United States,” Mr. Hollister said, “costs, in a year, about two cents in the dollar’s worth of goods and services bought by the public.” He develops the significance of this figure by comparing it with other elements in distribution costs, and showing that advertising, as an arm of the American distributive process, is unmistakably playing a part in financing a national payroll many times the dollar-weight of the advertising bill.





## THAT'S GOLD FOR YOU IN THESE

There are some very sound reasons why advertisers using these 15 Vital Spots consider them a highly profitable investment. First, they are 15 stations completely programmed by NBC. In addition, they provide the benefit of clear-cut local identity and the prestige that goes with it. Third, they blanket 10 of the richest markets in the country. Use them—and you will quickly find out that they pay off with profits!

## 15 VITAL SPOTS!

|              |                        |                  |
|--------------|------------------------|------------------|
| <b>WBZ</b>   | 50,000 Watts—990 kc.   | { Boston         |
| <b>WBZA</b>  | 1,000 Watts—990 kc.    | { Springfield    |
| <b>WENR</b>  | 50,000 Watts—870 kc.   | . . . Chicago    |
| <b>WMAQ</b>  | 50,000 Watts—670 kc.   | . . . Chicago    |
| <b>WTAM</b>  | 50,000 Watts—1070 kc.  | Cleveland        |
| <b>KOA</b>   | 50,000 Watts—830 kc.   | . . . Denver     |
| <b>WEAF</b>  | 50,000 Watts—660 kc.   | . . . New York   |
| <b>WJZ</b>   | 50,000 Watts—760 kc.   | . . . New York   |
| <b>KYW</b>   | 10,000 Watts—1020 kc.  | Philadelphia     |
| <b>KDKA</b>  | 50,000 Watts—980 kc.   | . . . Pittsburgh |
| <b>KGO</b>   | 7,500 Watts—790 kc.    | San Francisco    |
| <b>KPO</b>   | 50,000 Watts—680 kc.   | San Francisco    |
| <b>WGY</b>   | 50,000 Watts—790 kc.   | Schenectady      |
| <b>*WMAL</b> | 500-250 Watts—630 kc.  | Washington       |
| <b>*WRC</b>  | 5,000-1,000 W.—950 kc. | Washington       |

The NBC Spot Specialist in any of these cities (also Detroit and Hollywood) will give you full information on any or all stations.  
\*WMAL, WRC will soon be operating with 5,000 watts day & night.

**NATIONAL BROADCASTING COMPANY** A RADIO CORPORATION OF AMERICA SERVICE





***When the prospect hasn't yet indicated a decision to buy, which of these responses would you advise your salesmen to use in answering the above question?***

- a. "Oh, a couple of days."**
- b. "Just a second, I'll check."**
- c. "Right away."**
- d. "It all depends . . ."**
- e. "How soon do you want it?"**

**I**N advertising, as in personal salesmanship, you sell more when you best take advantage of the selling opportunities which your prospects open up to you.

Every day of the week, the people who make up Chicago's largest constant audience offer you an opportunity to address them in the most favorable circumstances for selling.

Seven days a week, your best customers and prospects in metropoli-

tan Chicago read more than \*300,000 copies of the Tribune to get the news of the day, entertainment and buying ideas.

Proof that Chicago is accustomed to accept more buying suggestions from the Tribune than from any other medium in this market is to be found in the sales records of retailers who, as a group, place in the Tribune a larger share of their advertising budgets than they place in any two

other Chicago newspapers combined.

To increase your sales volume and speed turnover, build your Chicago advertising program around the Tribune. Rates per 100,000 circulation are among the lowest in America.

**Chicago Tribune**  
THE WORLD'S GREATEST NEWSPAPER

\*January average net paid total circulation:  
Daily, Over 1,000,000  
Sunday, Over 1,200,000

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